

City of Bisbee General Plan Update

Volume I: Data and Analysis



Prepared for:

The City of Bisbee



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THE CITY OF BISBEE GENERAL PLAN

The City of Bisbee (the “City”) General Plan provides overall direction to the City’s Mayor and Council regarding future growth and facilitates the preparation of redevelopment, historic preservation, strategic, specific, subdivision, neighborhood, area, and development plans.

The Data and Analysis Volume of the City’s General Plan serves as foundation for the formulation of goals, policies, and implementation strategies presented in this volume of the City’s General Plan.

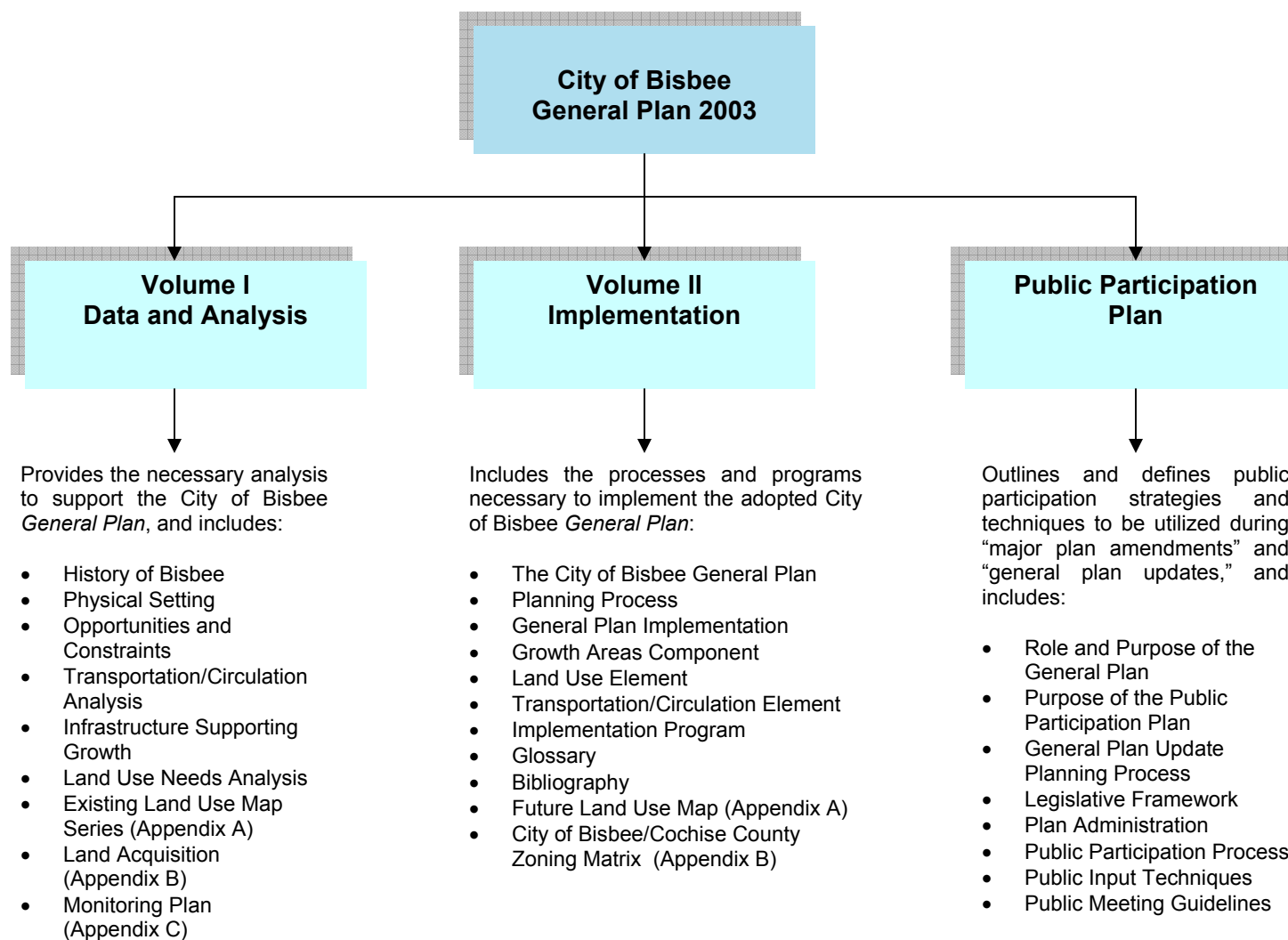
The City’s General Plan constitutes a land use policy statement based on community input, prevailing and anticipated needs, growth patterns and development trends, analysis of opportunities and constraints, and accepted planning practices.

HOW TO USE THIS DOCUMENT

Volume I, Data and Analysis, of the City’s General Plan 2003 includes an analysis of existing land uses, describes the physical characteristics of land and its suitability for development, identifies opportunities and constraints, assesses current infrastructure supporting development, provides an existing and future land use needs analysis, assesses the impact of adjacent land on future planning, and identifies land acquisition and mitigation strategies.

Volume II, Implementation, of the City’s General Plan Update 2003 includes development precepts, land use plan, and broad policy for growth management.

The Implementation volume of the City’s General Plan must be consulted prior to initiating a submittal for proposed development. Proposed development within the City of Bisbee must conform to the Implementation volume of the City’s General Plan 2003.



ROLE AND PURPOSE OF THE GENERAL PLAN

In 1973, the Arizona Legislature passed the *Environment Management Act* which formalized planning in Arizona and required municipalities to adopt comprehensive, long-range general plans to guide the physical development of communities. In 1998, the Arizona Legislature passed the *Growing Smarter Act* and in 2000 the *Growing Smarter Plus Act*, which broadened the planning requirements for municipalities and counties.

The City developed its General Plan in the mid 1980's. An update process began in 1995, which resulted in the City's 1996-2006 General Plan Update. In order to reflect changes in the community, both physically and conceptually, it is necessary to periodically evaluate and update the City's General Plan.

The purpose of developing a plan is to focus on a comprehensive process that determines the best possible future for the community. The primary purpose of the City's General Plan is to enhance the City's character and increase its livability to ensure that future growth proceeds in a manner consistent with the vision of the community. The vision, goals, policies, implementation strategies, and map series included in the Implementation Volume of the City's General Plan are intended to provide guidance for future decisions related to land use, transportation/circulation infrastructure, and other related issues.

The City's General Plan serves as a guide for appointed and elected City officials in evaluating proposals for development, in scheduling community improvements and/or capital improvements, and in developing more specific studies. In addition, the City's General Plan provides a policy framework for the refinement of existing implementation tools and for the designation of zoning districts.

The City's General Plan is designed to be flexible and serves as the backbone for the preparation and refinement of implementation tools such as the Bisbee Zoning Ordinance, land development regulations, Historic Development Guidelines, streets and routes guidelines, development standards and design guidelines, capital improvement plans, recreation and natural resource preservation plans, transportation plans, airport plans, and flood control and stormwater management ordinances. These implementation tools should mirror the vision, goals, and policies of the City's General Plan.

PLANNING PROCESS

The interaction of factors causing the growth and development of an area requires careful planning as a prerequisite to orderly growth. The City of Bisbee General Plan 2003 planning process involves essentially six basic steps:

1. The adoption of a public participation process that outlines a fair and open process, encourages everyone to participate, addresses input of residents, encourages creative thinking about the future, facilitates community participation at all levels of the planning process, and educates the community on the nuts and bolts of the planning process.
2. The collection and analysis of pertinent data concerning the physical and socio-economic characteristics of the City, which is accomplished through the preparation of the Data and Analysis Volume of the City's General Plan. Although not a part of the City's General Plan, since it is not an adopted document with legal status, such data and analysis provides a foundation and basis for the Implementation Volume of the City's General Plan;
3. The formulation of a vision and its accompanying goals for future growth and development;
4. The articulation of measurable objectives, or desired short-term ends, that if pursued and accomplished will ultimately result in the attainment of the goal to which objectives relate;
5. The identification of policies that prescribe the course of action or the means to attain the established objectives and ultimately the established goals of the City's General Plan; and
6. The implementation of the City's General Plan is accomplished through the preparation, adoption, and enforcement of the Implementation Program contained in the Implementation Volume of the City's General Plan.

The City of Bisbee General Plan 2003 summarizes a 9-month planning process aimed at defining a vision for the City. The planning process includes an evaluation of the existing plan, community input, a visioning process, the review of existing documents and studies, and windshield surveys.

Preparation of Volume I: Data and Analysis

Through the collection of pertinent data, and its corresponding analysis, the physical, demographic, and socio-economic characteristics of the City are identified, as well as major trends and future annexation needs. Based on the resulting needs assessment, suitability for development is identified. Volume I includes the following sections.

Opportunities and Constraints

This section of the Data and Analysis Volume includes the identification of environmentally sensitive areas, topography, hydrology, and other opportunities and constraints, and results in the development of the constraints and opportunities map of the *Master Land Use Plan*.

Transportation/Circulation

This section of the Data and Analysis Volume assesses existing and future transportation/circulation infrastructure required to support existing and future land uses, and identifies opportunities for multi-modal transportation.

Infrastructure Supporting Growth

This section of the Data and Analysis Volume addresses wastewater, water, solid waste collection, utilities and other major infrastructure supporting growth.

Land Use Needs Analysis

This section of the Data and Analysis Volume assesses the current and/or immediate needs for land, including determination of acreage required to meet current needs. It also assesses future needs for land, including determination of acreage required to meet future needs. The future land use needs analysis is based on availability of vacant land, population projections, and household size.

Impact of Adjacent Use of Land on Future Planning

This section of the Data and Analysis Volume provides an inventory of land owners on adjacent lands, including federal, state, county, municipal, and privately owned lands, and existing land use inventory of adjacent lands.

Land Acquisition

This section of the *Data and Analysis* Volume identifies land acquisition mitigation strategies including land swaps and exchanges, auction purchases, and other economically feasible alternatives. In addition, this chapter provides an annexation strategy, which identifies areas viable for annexation.

Preparation of Volume II: Implementation

This volume of the *City of Bisbee General Plan 2003* includes the public participation procedures, administration, and implementation program.

Public Participation

This section of Volume II includes public participation process and procedures and outlines the vision of the City of Bisbee.

Administration

This section of Volume II describes the City's General Plan authority, administration, and evaluation processes and defines major and minor amendments.

Implementation

This section of Volume II includes goals, objectives, and policies, for the Land Use and Transportation Circulation Elements This section also includes the Implementation Program of the *City of Bisbee General Plan 2003*.

Introduction

Bibliography

The appendix contains bibliographical references utilized in the preparation of the *City of Bisbee General Plan 2003*.

Future Land Use Map

Includes the recommended Future Land Use map and provides a brief description of uses permitted within each land use category.

Zoning Districts Map

The Zoning District map as adopted by the City of Bisbee Mayor and Council.

ILLUSTRATION 1
CITY OF BISBEE GENERAL PLAN UPDATE 2003 PLANNING POCESS



HISTORY OF BISBEE

Bisbee, Arizona is located 90 miles southeast of Tucson. Bisbee is Cochise County seat. Founded in 1880, and named after Judge DeWitt Bisbee, a financial backer of the Copper Queen Mine, this Old West mining camp proved to be one of the richest mineral sites in the world, producing nearly three million ounces of gold and more than eight billion pounds of copper, not to mention the silver, lead and zinc that came from the Mule Mountains.

By the early 1900's, the Bisbee community was the largest city between St. Louis and San Francisco. It had a population of 20,000 and had become the most cultured city in the Southwest. In 1908 a fire ravaged most of Bisbee's commercial district along Main Street.

Reconstruction began immediately and by 1910 most of the historic district had been rebuilt and remains completely intact today. Activities began to slow as the mines played out and the population began to shrink; mining operations on a large scale became unprofitable in 1975.

Bisbee has since evolved into an attractive artist, holistic health center, and retirement community emphasizing monthly special events, a wide variety of general and alternative health practices, and tourism. Travelers from all over the world come to Bisbee to savor "its unique charm, an uncommon blend of creativity, friendliness, style, romance, and adventure all wrapped in the splendor of the Old West."

PHYSICAL SETTING

Bisbee, Arizona is located in Cochise County, southeast Arizona, approximately four miles from the international border with the Sonoran State in of Mexico. The City, which serves as the county seat, and falls about half way between Sierra Vista and Douglas, which contain the bulk of the county's population. Bisbee is located approximately 50 miles from Interstate 10 and 90 miles southeast of Tucson. State Highways 80 and 92 meet at the center of the City. The community is in the transition area between the Arizona uplands and the Sonoran Desert.

Bisbee development started in the Mule Mountains, which are rich in copper, turquoise, and other ores. The City prospered originally because of the copper industry which also shaped the City's land uses and types of construction. Development, then, spread to the surrounding plains. The physical constraints as well as the geology and topography of the area have made the three developed sections of the City (Old Bisbee, Warren, and San Jose) somewhat isolated from each other.

The original incorporated area of the City encompassed only the Old Bisbee area. Warren and San Jose were annexed into the City limits. The City has not aggressively annexed areas over the years. Currently a 1000 acre annexation is in process.

Old Bisbee resembles a European hamlet more than a 1800s Old West town. Originally called the "Queen of the Copper Camps," Bisbee has a rich history from humble beginnings as a mining camp to boom town in the 1880s. Nestled in the mile high Mule Mountains of southern Arizona, Bisbee has maintained an Old World charm seldom found in the United States.

Bisbee's perfect location in the Mule Mountains (5300Ft) of southern Arizona protect it from extreme summer heat and winter cold. Summers are noticeably cooler than in Phoenix and Tucson. Winters are crisp and short with plenty of sunshine and daytime highs are often in the 60s. The air is always crystal clear throughout the year. The average daily temperature during Fall/Winter (October–March) is 64 degrees. The average temperature for Spring/Summer (April–September) is 84 degrees.

With its fine lodging, dining, history, art, culture, alternative health care, shopping and entertainment, Bisbee is the perfect base location for exploring the diversity of Cochise County. The Apache Wars were fought in the area. The close proximity to Mexico allows visitors to enjoy border culture. Natural and historical attractions, which include the Chiricahua National Monument, Cochise Stronghold, San Pedro Riparian Conservation Preserve, Southeastern Arizona Bird Observatory, Slaughter Ranch, Ramsey Canyon Nature Preserve, Arizona Cactus Succulent Research Center, Naco, Fort Huachuca, ghost town, the City of Tombstone, Montezuma Pass and the Coronado National Forest.

Opportunities and Constraints

PHYSICAL CHARACTERISTICS OF LAND AND SUITABILITY FOR DEVELOPMENT

Study Area

The study area for the *City of Bisbee general Plan 2003* is depicted in the Ownership map provided in the Appendix section. The study area encompasses approximately 46,016 acres of land area. It expands beyond the ultimate City boundary of the City or the Proposed Cochise County Growth Boundary for Bisbee shown in the Growth Boundary map provided in the Appendix section. This area includes three planning areas and two growth areas. The planning areas are Historic Old Bisbee, Saginaw, and Historic Warren, which includes Winwood, Lowell, Galena, Briggs, Bakerville, and Tintown. In addition, two growth areas have been identified. The two growth areas are San Jose and the City of Bisbee Municipal Airport. Planning areas and growth areas are delineated in the Opportunities and Constraints map included in the appendix section.

Table 1 shows approximate extent of the study area within current City corporate boundaries and within the ultimate City limit or Proposed Growth Area for Bisbee.

TABLE 1

CITY OF BISBEE STUDY AREA

Planning Area	Acreage within Current City Limits	Percent within City Limits	Acreage within Ultimate City Limit or Proposed Growth Area for Bisbee
Old Bisbee Planning Area	777	100%	777
Warren/Saginaw Planning Areas	713	100%	713
San Jose Growth Area	2,376	21%	11,418
Airport Growth Area	0	N/A	6,373
Totals	3,866	20%	19,281

Source: Cochise County Planning Department, 2003

Opportunities and Constraints

As shown on Table 1, the study area includes the entire proposed growth boundary for the City shown on Growth Boundary map provided in the Appendix section, or a total of approximately 19,281 acres. Of this total, approximately 3,866 acres, or 20 percent, are located within the City of Bisbee corporate boundary; and approximately 15,415 acres, or 80 percent, are located within the proposed growth boundary. The existing City corporate boundary includes the recent annexation of approximately 1000 acres.

Opportunities and Constraints

The first step to determine suitability for redevelopment, infill, and new development is to identify major opportunities and constraints within the study area. This is achieved by analyzing existing physical and environmental data such as topography, hydrology, geology, soil associations, vegetation, and water, environmental and cultural resources.

Such opportunities and constraints summarize baseline information regarding the physical characteristics of the land that will serve as a foundation to formulate the goals, objectives, policies, and implementation strategies contained within Volume II: Implementation, of the *City of Bisbee General Plan 2003*.

The Opportunities and Constraints map, included in the appendix section, shows opportunities and constraints within the study area. This map includes extent of the 100-year floodplain, major washes, topographic contours, mining pits, and other relevant features identified within the study area.

Topography

The City of Bisbee is located in the Mule Mountains and the surrounding plains to the south. These mountains have been greatly altered over time by the mining activity and are honeycombed with tunnels. In addition, the Lavender Pit to the west of State Highway 80 greatly altered the landscape of the area. The study area encompasses more than a dozen distinct, and in many cases, geographically separated boroughs or neighborhoods each with distinctive character.

Opportunities and Constraints

Old Bisbee

Old Bisbee was the site of the original mining camp and most of the buildings started up Tombstone Canyon and Brewery Gulch. Then, these progressed up the steep Mule Mountain slopes in the late 1800's. Retaining walls, stair networks and narrow winding roads are characteristic of this area.

Development covers the mountain sides and will most likely continue to do so as infill takes place. The terrain is rocky and in many areas sewer and gas lines are above the ground.

Drainage flows from the mountains down the Mule Gulch (Tombstone Canyon or Main Street). The floodway follows the main roads and development curves around the mountain areas instead of a grid pattern.

Development in the Old Bisbee area clearly follows the form of the land giving the area a very distinct character. However, this did not free the turn-of-the-century population from the hazards of rapidly flowing run-off from the steep rock inclines of the mountains or from the problem of serious fires. Water courses consisting of sub-level ditches have long been in place to alleviate the flooding. Fires still pose a serious threat. Most of the area is under a sewer connection moratorium.

Warren, Bakerville, Saginaw, Lowell, Galena, Briggs and Tintown

Warren, Bakerville, Saginaw, Lowell, Galena, Briggs and Tintown follow the arc at the base of the Mule Mountains where the slopes are gentler.

The Warren area was developed following the City Beautiful movement in the early 1900's. The park areas, neighborhood layout, uniformity in housing types, and lot size give this area a quieter, slower paced feeling.

Bakerville, Saginaw, Lowell, Galena, Briggs and Tintown are also developed with a neighborhood concept. Many of these also have basic commercial services incorporated within the neighborhood. There are areas for infill within these neighborhoods.

Opportunities and Constraints

Much of Lowell was torn down or relocated to make way for the Lavender Pit. There are areas for infill within this neighborhood. However, most of the area is under a sewer connection moratorium. Future development will most likely continue in a similar pattern when sewer capacities are available for the area. In a renewed mining scenario, because of Lowell's location on the edge of the Pit, this neighborhood will be the closest business or residential area to the mining activity. In order to manage mining impact to this area Phelps-Dodge has acquired some properties in Lowell. The Company's policy which is likely to be in effect throughout the study period is to manage these properties by leasing them to local business. In cases where the properties are derelict or represent a fire hazard, the properties have been demolished.

The flood plains follow two streams and impact about one-third of the developed area. During torrential monsoon rains these areas are subject to highly erosive water run off. Development in these areas was established according to a very specific layout and plan that does not take away from or disturb the natural environment. However, the dump sites from the pit development and tailings or leach rock areas occupy many acres of land, significantly impacting the views and development in those directions.

San Jose

San Jose, the most southwesterly portion of Bisbee, was the last to physically develop. The area is relatively flat, sloping gently upward north toward the Mule Mountains. The neighborhood of Don Luis represents an older plat similar to the type of development described above. Most of the remaining area developed after World War II in response to the demand for housing mine personnel due to the increased market for copper.

Lots are larger and streets are wider following the more traditional development found in most Arizona cities today. This area offers the most opportunity for growth because of the large unplatted parcels of land in all directions. For the most part, development is not hindered by difficult and steep terrain but in some areas the ground is extremely rocky.

Capacity for growth exists with system improvements to the San Jose Wastewater Treatment Facility. There are three streams in the area and the flood areas naturally follow along these paths. A section of the developed residential area is impacted by the floodplain.

Opportunities and Constraints

Given the relatively flat land, development follows the two highways, Bisbee-Naco Highway and 92, with commercial development abutting the highways and residential fanning out behind. The San Jose area will be most affected by this General Plan update because of its development potential.

Bisbee Municipal Airport

The Bisbee Municipal Airport is located approximately two miles to the east of San Jose. To the south of Historic Warren going down Bisbee Junction Road toward the airport, the land is relatively flat and open for development.

The topography of the rest of the study area reflects the same physical characteristics as the city limit area which it surrounds. In the county area around Old Bisbee the mountains continue to slope upward. The undeveloped area surrounding Historic Warren contains a variety of Phelps Dodge operations.

Geology

Arizona has three physiographic regions. Bisbee sits within the Basin and Range Physiographic Province, which include the Sonoran Desert. This area is characterized by low rugged mountains surrounded by valleys. The valleys are dissected by drainage systems. The elevation of the area ranges from 5,300 feet above sea level to hills that top 7,300 feet. Most of the study area is located within the Bisbee Quadrangle of the United States Geological Survey system. The remainder of the area can be found on the Bisbee NE, Bisbee SE, and Bisbee Junction Quadrangles.

The Mule Mountains host the Warren Mining District. The copper deposits here made Bisbee, also known as “Queen of Copper Camps,” into one of the world’s great copper camps. The Mule Mountains had abundant copper and by-products of the copper mines such as lead, zinc, manganese, gold, and silver deposits. The commercial development of the rich lodes of these ores was the primary economic base of the Bisbee area for approximately 100 years. Over eight billion pounds of copper were mined from 1880 to 1975.

Opportunities and Constraints

The study area embraces a series of known ground faults. The area has been designated as UBC2 (Universal Building Code 2) which requires construction to conform to standards based on criteria which includes an evaluation of earthquake risk zone.

According to U.S. Geological Survey records, some faults in the area include the Dividend Fault, which parallels Tombstone Canyon and ends at Saginaw along Highway 80. The Quarry Fault, which extends south southwest from the Dividend through Naco Limestone to the east and Escabrosa limestone to the west, intersecting the Escabrosa Fault.

The Escabrosa runs roughly west northwest and east southeast, terminating at Don Luis. About one mile south southwest of the Escabrosa is the Abrigo Fault, which terminates at the edge of the Espinal Plain one mile west of Don Luis.

Southeast of Warren, an arching fault runs east of Black Gap foothill, and on the southerly side of Gold Hill, turning in a southerly direction into Mexico east of monument 85, benchmark 4443. East of Gold Hill is the Glance Overthrust Fault, a semi-circle around the peak southeast of Black Knob Hill.

Hydrology

Bisbee is located in the mountains which result in run-off that is carried through washes. In the early years of Old Bisbee flood waters rushed through the streets. Conveyance of flood waters is now handled by way of the municipal culvert or subway in Tombstone Canyon. This storm water culvert began as early as 1910 and has been extended and rebuilt with the Work Project America (WPA) program in the 1930's. Keeping the culvert clear of debris and vegetation is a challenge and over the years floodwaters have taken their toll causing walls to be undermined and erosion in areas where the bed of the channel is unlined. The flatter areas of Warren and San Jose do not experience this same flood intensity. The City of Bisbee uses the Flood Insurance Rate Maps (FIRM) developed by the Federal Emergency Management Agency (FEMA).

Opportunities and Constraints

Flood Management

Cochise County Highway and Floodplain Department handles the City flood plain management. The Highway Operations Division of Cochise County Highway and Floodplain Department is charged with constructing and maintaining certain designated public roadways in Cochise County. This does not include roads within the incorporated cities and towns, State highways and certain public roads not constructed to County standards and not approved by the County Board of Supervisors. The Opportunities and Constraints map included in the appendix shows the extent of the 100-year floodplain, as delineated by FEMA and as provided by Cochise County Highway and Floodplain Department.

The existing FEMA maps need to be revised to delineate current floodplain conditions. A letter of map revision process needs to be initiated with FEMA to delineate current floodplain extent within the study area.

Drainage

According to the Arizona Floodplain Management Association (AFMA) and City of Bisbee records, historically, Old Bisbee has faced recurrent flood problems. Rapid growth into the canyons formed by the Mule and Brewery Gulches situated much of the town directly in the floodplain. The town was regularly plagued with floods particularly during the summer monsoons. The problem was exacerbated by the extensive removal of vegetation that could have helped in retarding the ferocity of the monsoon run-off. Many of the trees lining the gulches and in the canyons were removed for mining, to construct buildings or simply for fuel consumption.

By 1900, the community saw the necessity for flood control. The first attempt at flood control involved the construction of a massive wooden floodgate on Main Street (essentially Mule Gulch). The gate was designed to divert floodwater, as it rushed down Main Street, into an earthen channel behind the commercial district.

The system, however, was dependent upon a "spotter(s)" located up Tombstone Canyon who would signal for the closing of the floodgate. If, for some reason, the spotter(s) or others passing the signal along the line failed to execute their duty, or if the signals could not be heard over the din of the storm, the floodgate would not be closed in time and the downtown area

Opportunities and Constraints

would be flooded. It is not known how effective this flood control system was, but by 1903, the citizens of Bisbee determined that a more reliable form of flood management was necessary.

By February 17, 1904 a new "subway" or wood-covered flood control channel was constructed that ran through the downtown district. The subway, constructed by the Copper Queen Mining Company, was completed just prior to the August 6, 1904 flood. The channel was successful in protecting the town from serious flooding. However, the storm waters brought huge boulders and a large quantity of sediment debris, which was deposited throughout the lower reach of the channel.

On August 24, 1908, Bisbee was struck with its most devastating flood. This flood nearly destroyed the entire downtown area. As recorded in the Bisbee Review (Aug 25, 1908) "wooden top, loaded with several tons on the surface of the street, was hurled like a barricade across Main Street."

On December 8, 1908, a \$53,000 contract was awarded to the El Paso and Southwestern Railroad Company, to construct a new concrete channel that would control the flood waters more effectively. A portion of this new concrete channel would run underground behind the buildings on the south side of Main Street, connect with an inlet located on the street surface that collects the flows coming down Brewery Gulch, and continue in the underground channel down along Naco Road. This 80 year-old channel, the Mule Gulch Channel, still exists today and is the primary means of flood protection for the historic downtown area of Old Bisbee.

On July 14, 1986, Bisbee was declared a State Disaster Area after the town was pummeled with three-quarter inch hail and three inches of rain, in less than one hour. The town suffered damages throughout the downtown area. The storm claimed a human life when an individual was swept down Brewery Gulch and into an underground culvert, by the rapid moving floodwaters. As a result of the 1986 flood, the City of Bisbee made a request for the U.S Army Corps of Engineers to initiate a study to investigate the town's flooding problems. Subsequent studies by the Corps and the City of Bisbee revealed that the channel was undersized, severely deteriorated and poses a high probability of failure. In 1999, the City of Bisbee solicited emergency funding from the state and federal government after monsoon rains caused flooding and damaged the channel. With \$1.4 million in funding obtained, the City began construction of the initial phase of channel rehabilitation in April 2001.

Opportunities and Constraints

The need for immediate reconstruction couldn't be more imperative. On Jan 18, 2001, a portion of a parking lot in the historic district collapsed into the underground channel. A rotted support beam of the covered channel shattered, dropping a section of the Busy Bee parking lot into the Mule Gulch drainage channel. Fortunately, no one was hurt in the recent collapse. However, without rehabilitation, future failures of the channel could potentially be catastrophic.

The Mule Gulch Drainage Channel restoration project along Tombstone Canyon-Main Street was completed in 2002. Currently, the City Public Works Department's duties include the cleaning and maintenance required for the many drainage structures located within the City corporate boundaries.

Additional flooding areas have been identified within Saginaw as part of the Saginaw Revitalization Plan, and in the San Jose area. The Opportunities and Constraints map located in the Appendix section shows the extent of the 100-year floodplain within the study area.

Water Resources

Water supply for the majority of the study area comes from wells located in the northeast quarter of section 13, Township 24 south, Range 23 east, which is to the west of Naco, Arizona. The only source of potable water in this time is ground water. The first well was drilled to a depth of 400 feet in 1903 and is still in operation today.

Water service is provided by Arizona Water Company. Their plant is located west of Naco by the wells. The company currently has three wells in operation. The underground water source is in the San Pedro Basin. Static level is approximately 90 feet, but may vary depending on which well it is measured from.

Areas around the Bisbee Junction area use local or private wells. Mine shafts areas may be flooded with large quantities of water. This condition also exists in the Glance area south of Gold Hill and at the edge of Espinal Plain. There is only sporadic flow in the gulches and arroyos in the Bisbee area, rising to extremely fast and fairly deep run-off typical of torrential storms (flash floods) in an arid area. Drainage from the westerly Mule Mountain slopes provides sporadic recharge to the San Pedro River to the west. Easterly runoff benefits the Sulphur Spring Valley recharge.

Opportunities and Constraints

Water Quality and Quantity

Although certain areas face more immediate issues than others, water is a limited and limiting resource throughout Cochise County. Arizona Statutes 11-821.C (3) allows all counties to specifically plan for development as it relates to availability. *Cochise County Comprehensive Plan* presents goals and policies to address the anticipated effects of proposed development on water quantity and quality. These goals and policies are designed to have countywide applicability and impact future development trends in those areas adjacent to the City.

Cochise County Comprehensive Plan water conservation goal is to sustain an adequate, safe water supply through water conservation measures; incentive programs; education; conservation and enhancement of natural recharge areas; and cooperative, multi-jurisdictional planning. In order to achieve this goal, the County uses its most current water resources inventory of available surface water, groundwater, and effluent supplies to evaluate the potential impacts to local water supplies from master development plans, rezonings, special uses, major amendments to the *County Comprehensive Plan*. The *County Comprehensive Plan* requires that major developments indicate the design features that will be incorporated into the development to:

- ❖ Minimize overall water use through water conservation measures such as drought-tolerant landscaping, low-flow fixtures, re-use, water harvesting, deed restrictions and other conservation methods.
- ❖ Address accelerated run-off due to construction and impervious surfaces.
- ❖ Conserve and enhance recharge through methods such as the use of detention basins, protection of open space and minimizing disturbance of soils and other methods.

Cochise County Comprehensive Plan defines major development as all subdivisions; and non-residential, multi-family and mobile home park developments of one (1) acre or larger. Cochise County works with incorporated areas, agencies and organizations throughout the County, as necessary, to address regional water issues as they relate to growth and protection of natural resources.

Opportunities and Constraints

Soil Associations

According to United States Department of Agriculture Natural Resources Conservation Service Soil Survey of Cochise County soil cover in all but the southern-most boroughs is shallow and generally a mixture of retrograde rock and humus common to its location. These soils are interlaced or atop a calcereous matrix called caliche, or hard pan.

To the southeast, Old Bisbee sits atop a granite incline and Pinal Schist to the northwest and over Escabrosa Ridge to the south and over “B” mountain (Chihuahua Hill) to the southeast. Intrusive upthrusts of granite-prophyry surface sporadically in Brewery Gulch and to the slopes northward from there to Juniper Flats.

Saginaw, on Highway 80, rests primarily on a Pinal Schist formation of fine grained Fissile Quartz and Sericite Schists, which run westward like a horse-shoe intrusion into the copper lode near Jones Canyon. To the south of Saginaw lies a large tailing mesa consisting of mine debris rock. Below, Warren and Bakerville, sit atop Glance Conglomerate, which consists of schist, limestone, and some shale.

To the east of Old Bisbee and adjacent to the easterly edge of the Lavender Pit lies Lowell and part of Galena. Lowell and Galena sit atop Glance Conglomerate. Along Highway 92 to the south southwest, Briggs and South Bisbee sit atop Limestone. Tintown, on the west side of Highway 92, sits about three quarters of a mile north of a large, disused tailings pond which occupies almost a section of land. Additional soil types and situations have been introduced to the area to add to the original soil types because of the mining operations.

Don Luis on the north side of Highway 92, is in the Espinal Plain, which primarily consists of imperfectly rounded pebbles, gravels and sands named fluvial deposits. These extend to Naco, Arizona, to the southwest and to the lower reaches of the Mule Range along Highway 92.

Table 2 describes major soil series within the study area based on the Soil Survey Geographic (SSURGO) database for Cochise County, Arizona, Douglas-Tombstone Part, Area Symbol # AZ671, Bisbee NE Quadrangle (s3110934), Bisbee Quadrangle (s3110933), and the Bisbee SE Quadrangle (s3110942), U.S. Department of Agriculture, Natural Resources Conservation Service, Soil Survey Data Access Division.

Opportunities and Constraints

The digital soil survey database is generally the most detailed level of soil geographic data developed by the National Cooperative Soil Survey. The map data are in a 7.5 minute quadrangle format and include a detailed, field verified inventory of soils and non-soil areas that normally occur in a repeatable pattern on the landscape and that can be cartographically shown at the scale mapped.

TABLE 2

SOIL ASSOCIATIONS
WITHIN THE STUDY AREA

Association Number	Association Name	Characteristics
Soils of the Foothills		
D1	Kimbrough-Cave Association	Shallow, well-drained, nearly level to moderately steep, medium textured soils over a Lime-cemented hardpan.
Soils of the Mountains		
E2	Bakerville-Gaddes Association	Very shallow to moderately deep, steep to very steep, cobbly and gravelly, medium to moderately fine textured soils over granite.
E3	Tortugas Association	Shallow and very shallow, dark colored, steep to very steep cobbly and stony loams over limestone.

Source: National Cooperative Soil Survey Official Series Description, U.S. Department of Agriculture Soil Conservation Survey, 1971.

Opportunities and Constraints

Vegetation

Juniper and oak trees were formerly abundant in the Bisbee Quadrangle, particularly on Juniper Flat and Escabrosa Ridge. The neighboring hills were dotted with shrubs. By 1904, as development occurred, these disappeared as they were used for a variety of purposes, including mining, building construction, and fuel.

Over the years, secondary regrowth has begun a sparser, but definite re-establishment of native soft woods and shrubs on the mountain sides around Old Bisbee. In addition, there are many native grasses on the hills and plains. The tailing piles remain fairly barren of any vegetation.

Salt cedars are known to accept the near sterility of tailing piles and Desert Broom has made a few footholds here and there. The aridity of the climate is suspended once a year, just after the summer rains, and the countryside experiences, for a brief period, a belated spring. Grasses wave over many of the hill slopes and bright multi-hued flowers appear among the rocks. The change is transient, and the greenery soon fades into the neutral tints of aridity common to the high Sonoran Desert.

The Old Bisbee area is gifted with the regenerating softwoods and other sparse green bushes, which provide a softer mountainous scene toward the Mule Pass on the west where Old Bisbee nestles below in Tombstone Canyon and the surrounding slopes to the north.

Climate

Bisbee enjoys an annual average temperature of 60.5 degrees Fahrenheit, with extremes ranging from 15 to 99 degrees Fahrenheit over the seasons. This provides a more comfortable environment than in any of the surrounding communities of Douglas, Sierra Vista, Naco, and Tombstone. Precipitation averages about 17 inches per year, which helps to alleviate the more arid climate common among the other communities.

Opportunities and Constraints

TABLE 3

AVERAGE TEMPERATURES AND PRECIPITATION
WITHIN THE STUDY AREA

Month	Average Temperature (F)		Average Total Precipitation (Inches)
	Daily Maximum	Daily Minimum	
January	56.9	33.7	1.40
February	61.1	35.6	0.77
March	65.5	39.9	0.98
April	74.1	46.4	0.49
May	81.3	53.4	0.15
June	89.9	62.6	0.76
July	89.3	64.5	3.70
August	87.2	62.7	4.21
September	85.7	59.5	1.45
October	76.6	50.7	0.91
November	66.5	40.3	0.44
December	59.6	35.4	0.95
Year	74.5	48.7	16.21
Note: Average Total Snow, Sleet, and Hail Annually: 4.54 inches (Based on a 30-year average)			

Source: Arizona Department of Commerce Community Profile, Bisbee.

Opportunities and Constraints

Air Quality

Bisbee's air quality is a resource to be protected. Prevailing winds, high altitude and low population contribute to keeping the air clean. The concern over the air quality has lessened since the smelter was closed down.

Minimizing use of the automobile by encouraging the use of and providing for other modes of transportation will help to preserve the clean air. The design and mixed uses through a majority of the city limits provides an atmosphere that encourages walking and/or biking.

Noise and Vibration

In order to enhance the quality of life of the community, it is necessary to identify areas where noise and vibration are or will be present. This effort should be accompanied with the establishment of planning controls designed to minimize incompatible land uses. Such planning controls include, but are not limited to:

- ❖ Designation, adoption, and enforcement of compatible zoning districts;
- ❖ Preparation, adoption, and enforcement of development standards and design guidelines; and
- ❖ Establishment, adoption, and enforcement of planning tools such as buffer zones, transitional uses, linear park development with integrated multi-modal transportation (pedestrian/bike) to minimize the impact of high density/intensity uses on residential areas.

Opportunities and Constraints

Mining Operations Noise and Vibration

It is not anticipated that mining operations will resume during the planning period. Should this happen, several community issues need to be addressed to minimize some of the negative impacts of mining operations.

An increase in noise and vibration due to trucks, crane, power shovel, bulldozer, front end loader or scraper and other machinery entering and leaving mining operation sites most likely will accompany mining activities. In addition, an increase of noise and vibration from areas where mining operations include blasting, movement of earth, and heavy equipment operation may also be anticipated, if mining operations resume.

The establishment of buffer requirements in the Zoning Code may protect existing residential development from excessive noise, traffic, glare, dust, and vibration. Buffer requirements can include appropriate setbacks for the operation of heavy equipment and development of linear parks along boundaries of mining sites directly abutting residential land uses.

Additional measures may include the establishment of hours of operation to help minimize noise nuisances.

The designation of compatible land uses and the establishment of compatible zoning districts offering good transition from high density/intensity to lower density/intensity uses will help the City prevent future nuisances. For instance, new residential areas should not be located adjacent to areas with high mining potential.

Traffic Generated Noise and Vibration

Noise and vibration from heavy traffic, such as that associated with the interstate, is minimal in Bisbee. Currently, the road and street systems are not developed to carry significant traffic loads at high speeds.

Improvements on Bisbee Circle, existing ports of entry, as well as construction of a new port of entry in the City of Douglas, are expected to generate additional traffic along Highway 80.

Opportunities and Constraints

Mining operations, if resumed, may increase commuting traffic along Highway 92. It is anticipated that if mining operations are ever resumed, mining company employees will commute from place of work to residential areas located in Sierra Vista and in the San Jose.

Noise abatement features such as the development of linear park amenities that include multi-modal transportation for bikers and pedestrians is a planning tool that may help provide a buffer to existing residential areas located along highway 80, specifically in the area of Saginaw, where the highway is not elevated.

Appropriate setback and buffer requirements, linear park development that includes multi-modal transportation for bikers and pedestrians, the implementation of a shuttle system, and the designation of zoning districts with higher intensity along the highway corridor are planning tools appropriate for Highway 92.

Bisbee Municipal Airport Generated Noise and Vibration

The Bisbee Municipal Airport is an area where noise and vibration will have a significant impact on future growth. The Airport is located within one of the two Cochise County designated growth areas for the City of Bisbee.

With the exception of some low density residential development to the south, this growth area is undeveloped. Undeveloped lands include some State land and large Phelps Dodge holdings. Current activity at the airport consists primarily of small private and government plane activity for delivery, banking, government operations, and private recreational use.

According to information provided in the *Bisbee Municipal Airport Master Plan*, noise analysis is not required by the Federal Aviation Administration for airport proposals which involve utility or transport airports whose forecast annual operations within the period covered by an Environmental Assessment do not exceed 90,000 annual propeller operations or 700 jet operations.

Opportunities and Constraints

The Airport Master Plan also indicates that propeller activity will remain below this threshold level during the period under study. However, activity by jet aircraft may exceed 700 annual operations during the planning period. The forecasts do not distinguish between jet and turboprop operations, but indicate the possibility of as many as 1900 operations by turbine-powered fixed wing types. Therefore, a noise analysis was undertaken.

The Federal Aviation Administration defines 65 Ldn as the threshold of significance for noise exposure impacts, and requires that the Integrated Noise Model (INM) computer program be used to define noise exposure levels. The “Ldn” noise metric (“day-Night Average Sound Level” – sometimes called “Dnl”) is defined as the 24 hour average of an energy summation of A-weighted decibel levels (dbA), with night operations weighted by a 10 decibel penalty.

The Department of Housing and Urban Development (HUD) has published noise abatement and control standards in its circular 1390.2 in an effort to separate uncontrollable noise sources from residential and other noise sensitive uses, and to prohibit HUD support for construction within sites determined to have unfavorable noise exposures and conditions.

A rating of less than Ldn 65 is considered acceptable for residential development. Ldn 65 to 75 is defined as discretionary and rating of more than Ldn 75 is considered unacceptable for residential development.

The 65 Ldn noise contours are illustrated on Sheet 7 of the Airport Layout Plan (Airport Land Use Drawing) in the *Airport Master Plan*. As of 1999, the 65 Ldn noise contour is located primarily on airport property, but extends to the north about one mile over City owned land that is used for sewage treatment lagoons. The contour also extends to the south about ½ mile over undeveloped land on Bisbee Junction.

According to information provided on the *Airport Master Plan*, in the ultimate scenario (2020), the 65 Ldn contour over Runway 17-35 will not change significantly from the 1999 contour. However, because of improvements on the planned Runway 2-20, the 65 Ldn contour will extend along the approach surface to the northeast and southwest about one mile. In all cases, the 65 Ldn is located over undeveloped land.

Opportunities and Constraints

There are no current significant noise impacts evident according to the results of the INM analysis. Based on the noise analysis and on review of the land use adjacent to the airport, there are presently no existing adjacent incompatible land uses affecting the airport.

Cultural Resources

An important component of cultural heritage is cultural resources, which are artifacts and places that have significance to people. Cultural resources include archaeological sites, historic buildings and structures, rock art, shrines, trails, human made artifacts (such as pottery, metal objects, tools, projectile points, and grinding stones), traditional cultural places, and traditional cultural landscapes.

Traditional cultural places and traditional cultural landscapes are places and areas that have significant meaning to one or more cultural group, and often incorporate aspects of the natural and the human-made worlds. For example, a traditional cultural landscape may include a mountain that contains archaeological sites, human burials, herb gathering places, and other important cultural resources. Human burials are a special type of cultural resource, which are usually, but certainly not always, found in archaeological sites or graveyards.

Cultural heritage planning has four primary goals: conservation, protection, public education, and preservation of the historic fabric. These four goals are addressed in the goals and policies section of this *General Plan*.

General location of archaeological sites is provided by the Arizona State Museum based on descriptions provided in Arizona State Museum archaeological surveys. An archeological site's general location consists primarily of identification of township, range, and section, making the location too generalized for map generation purposes.

Table 4 identifies historical resources within the City of Bisbee registered in the National Register for Historical Resources Information System.

Opportunities and Constraints

TABLE 4

HISTORICAL RESOURCES
NATIONAL REGISTER OF HISTORIC PLACES
2003

Resource Name	Address	Date Listed
Douglas Walter House	201 Cole Avenue	2000
St. Patrick's Roman Catholic Church	Oak Avenue on Higgins Hill	1995
Treu John House	205 W. Vista, Warren Townsite	1995
Bisbee Women's Club Clubhouse	74 Quality Hill	1985
Bisbee Historic District	US 80	1980
Muheim House	207 Youngblood Avenue	1979
Phelps-Dodge General Office Building	Cooper Queen Plaza, intersection of Main Street and Brewery Gulch	1971
Coronado National Memorial	30 miles SW of Bisbee	1966

*Source: National Register Information System,
National Register of Historic Places, 2003*

Table 5 identifies Historic District property inventory based on the Arizona State Parks property listing.

Opportunities and Constraints

TABLE 5

HISTORIC DISTRICT PROPERTY INVENTORY ARIZONA STATE PARKS PROPERTY LISTING

Address	City	Individual Listing	Contributor
225 Oak Avenue	Bisbee	No	Yes
225 Oak Avenue	Bisbee	No	Yes
217 Oak Avenue	Bisbee	Yes	Yes
Quality Hill Road at Oak	Bisbee	No	Yes
Quality Hill Road at Oak	Bisbee	No	Yes
202 Upper Main Street	Bisbee	No	Yes
200 Upper Main Street	Bisbee	No	Yes
146 Upper Main Street	Bisbee	No	Yes
142 Upper Main Street	Bisbee	No	Yes
140 Upper Main Street	Bisbee	No	Yes
136 Upper Main Street	Bisbee	No	Yes
134 Upper Main Street	Bisbee	No	Yes
130 Upper Main Street	Bisbee	No	Yes
126 Upper Main Street	Bisbee	No	Yes
118 Upper Main Street	Bisbee	No	Yes
114 Upper Main Street	Bisbee	No	Yes
112 Upper Main Street	Bisbee	No	Yes
108 Upper Main Street	Bisbee	No	Yes
102 Upper Main Street	Bisbee	No	Yes
94 Main Street	Bisbee	No	Yes
92-88 Main Street	Bisbee	No	Yes
86-84 Main Street	Bisbee	No	Yes
82-80 Main Street	Bisbee	No	Yes
78-72 Main Street	Bisbee	No	Yes
54-40 Main Street	Bisbee	No	Yes
38-36 Main Street	Bisbee	No	Yes
32 Main Street	Bisbee	No	Yes
30 Main Street	Bisbee	No	Yes
28 Main Street	Bisbee	No	Yes
20 Main Street	Bisbee	No	Yes

Source: Arizona State Parks Property Listing, 2003.

Opportunities and Constraints

TABLE 5 (Continued)

HISTORIC DISTRICT PROPERTY INVENTORY
ARIZONA STATE PARKS PROPERTY LISTING

Address	City	Individual Listing	Contributor
22-20 Main Street	Bisbee	No	Yes
8-6 Main Street, South side	Bisbee	No	Yes
Queen Avenue	Bisbee	No	Yes
Queen Avenue South Side	Bisbee	No	No
16 Main Street	Bisbee	No	Yes
5 Queen Avenue	Bisbee	Yes	Yes
20 Howell Avenue, South side	Bisbee	No	Yes
23 Queen Avenue	Bisbee	No	Yes
28 Howell Avenue	Bisbee	No	Yes
27 Subway Alley	Bisbee	No	Yes
29-31 Subway Alley	Bisbee	No	Yes
33-35 Subway Alley	Bisbee	No	Yes
37-41 Subway Alley	Bisbee	No	Yes
43 Subway Alley	Bisbee	No	Yes
45 Subway Alley	Bisbee	No	Yes
1 Main Street	Bisbee	No	Yes
3-5 Main Street	Bisbee	No	Yes
7-11 Main Street	Bisbee	No	Yes
13 Main Street, North side	Bisbee	No	Yes
15 Main Street	Bisbee	No	Yes
21 Main Street	Bisbee	No	Yes
23-25 Main Street	Bisbee	No	Yes
27 Main Street	Bisbee	No	Yes
31-33 Main Street	Bisbee	No	Yes
35 Main Street	Bisbee	No	Yes
37 Main Street	Bisbee	No	Yes
41 Main Street and Subway	Bisbee	No	Yes
57 Subway Alley	Bisbee	No	Yes
61 Main Street (now 57)	Bisbee	No	Yes
69-77 Main Street	Bisbee	No	Yes
85 Main Street	Bisbee	No	Yes

Source: Arizona State Parks Property Listing, 2003

Opportunities and Constraints

TABLE 5 (Continued)

CITY OF BISBEE HISTORIC DISTRICT PROPERTY INVENTORY
ARIZONA STATE PARKS PROPERTY LISTING

Address	City	Individual Listing	Contributor
87-91 Main Street	Bisbee	No	Yes
93 Main Street	Bisbee	No	Yes
93 ½ Main Street	Bisbee	No	Yes
95 Main Street	Bisbee	No	Yes
103-105 Main Street	Bisbee	No	Yes
105A-105B Upper Main	Bisbee	No	Yes
93A Main Street	Bisbee	No	Yes
79A Main Street	Bisbee	No	Yes
79B ½ Main Street	Bisbee	No	Yes
79C Main Street	Bisbee	No	Yes
81B main Street	Bisbee	No	Yes
81C ½ Main Street	Bisbee	No	Yes
A-20-B Mansfield	Bisbee	No	Yes
17 Mansfield Avenue	Bisbee	No	Yes
15 Mansfield Avenue	Bisbee	No	Yes
20 Mansfield Avenue	Bisbee	No	Yes
18A Mansfield Avenue	Bisbee	No	Yes
16 Mansfield Avenue	Bisbee	No	Yes
13 Mansfield Avenue	Bisbee	No	Yes
134 Mansfield Avenue	Bisbee	No	Yes
136 Mansfield Avenue	Bisbee	No	Yes
Clawson Hill behind 116	Bisbee	No	Yes
11 Mansfield Avenue	Bisbee	No	Yes
6 Mansfield Avenue	Bisbee	No	Yes
114 Clawson Avenue	Bisbee	No	Yes
116 Clawson Avenue	Bisbee	No	Yes
129 Upper Main Street	Bisbee	No	Yes
128 Upper Main Street	Bisbee	No	Yes
127 Upper Main Street	Bisbee	No	Yes
127 A Upper Main Street	Bisbee	No	Yes
131 A Upper Main Street	Bisbee	No	Yes

Source: Arizona State Parks Property Listing, 2003.

Opportunities and Constraints

TABLE 5 (Continued)

CITY OF BISBEE HISTORIC DISTRICT PROPERTY INVENTORY
ARIZONA STATE PARKS PROPERTY LISTING

Address	City	Individual Listing	Contributor
129 Upper Main Street	Bisbee	No	Yes
138 Upper Main Street	Bisbee	No	Yes
135 Upper Main Street	Bisbee	No	Yes
139 Upper Main Street	Bisbee	No	Yes
143 Upper Main Street	Bisbee	No	Yes
139 Clawson Avenue	Bisbee	No	Yes
139A Clawson Avenue	Bisbee	No	Yes
131 Clawson Avenue	Bisbee	No	Yes
129A Clawson Avenue	Bisbee	No	Yes
127 Clawson Avenue	Bisbee	No	Yes
123 Clawson Avenue	Bisbee	No	Yes
115 Clawson Avenue	Bisbee	No	Yes
119 Clawson Avenue	Bisbee	No	Yes
113 Clawson Avenue	Bisbee	No	Yes
111 Shearer Avenue	Bisbee	No	Yes
103 Shearer Avenue	Bisbee	No	Yes
101 Shearer Avenue	Bisbee	No	Yes
104 Clawson	Bisbee	No	Yes
6 Mansfield Avenue	Bisbee	No	Yes
12A Mansfield Avenue	Bisbee	No	Yes
14 Mansfield Avenue	Bisbee	No	Yes
57B Anguis Avenue	Bisbee	No	Yes
Anguis Avenue	Bisbee	No	Yes
57C Anguis Avenue	Bisbee	No	Yes
55A Anguis Avenue	Bisbee	No	Yes
53B Tack Avenue	Bisbee	No	Yes
76 tack Avenue	Bisbee	No	Yes
23 Sowles Avenue	Bisbee	No	Yes
48 Howell (Shearer) Avenue	Bisbee	No	Yes
19 Sowles Avenue	Bisbee	No	Yes
45 Howell Avenue (Shearer)	Bisbee	No	Yes

Source: Arizona State Parks Property Listing, 2003.

Opportunities and Constraints

TABLE 5 (Continued)

CITY OF BISBEE HISTORIC DISTRICT PROPERTY INVENTORY
ARIZONA STATE PARKS PROPERTY LISTING

Address	City	Individual Listing	Contributor
43-45 Howell Avenue	Bisbee	No	Yes
43 Howell Avenue (Shearer)	Bisbee	No	Yes
19 Clawson Avenue	Bisbee	No	Yes
39A Howell Avenue (Shearer)	Bisbee	No	Yes
39 Howell Avenue (Shearer)	Bisbee	No	Yes
16 Clawson Avenue	Bisbee	No	Yes
36A Opera Drive	Bisbee	No	Yes
33-37 Howell Avenue	Bisbee	No	Yes
12 Clawson Avenue	Bisbee	No	Yes
48 Opera Drive	Bisbee	No	Yes
31 Howell Avenue	Bisbee	No	Yes
44 Opera Drive	Bisbee	No	Yes
52 Opera Drive	Bisbee	No	Yes
54 Opera Drive	Bisbee	No	Yes
56 Opera Drive	Bisbee	No	Yes
58 Opera Drive	Bisbee	No	Yes
60 Opera Drive	Bisbee	No	Yes
64 Opera Drive	Bisbee	No	Yes
67 Opera Drive	Bisbee	No	Yes
65 Opera Drive	Bisbee	No	Yes
63 Opera Drive	Bisbee	No	Yes
61 Taylor Drive	Bisbee	No	Yes
57 Taylor Avenue	Bisbee	No	Yes
28C Broadway	Bisbee	No	Yes
26C Broadway	Bisbee	No	Yes
22B Broadway	Bisbee	No	Yes
47 Opera Drive	Bisbee	No	Yes
39 Opera Drive	Bisbee	No	Yes
19A Howell Avenue	Bisbee	No	Yes
Howell Avenue	Bisbee	No	Yes
19 Howell Avenue	Bisbee	No	Yes

Source: Arizona State Parks Property Listing, 2003.

Opportunities and Constraints

TABLE 5 (Continued)

CITY OF BISBEE HISTORIC DISTRICT PROPERTY INVENTORY
ARIZONA STATE PARKS PROPERTY LISTING

Address	City	Individual Listing	Contributor
7-13 Howell Avenue	Bisbee	No	Yes
5 Howell Avenue	Bisbee	No	Yes
2-6 Brewery Gulch	Bisbee	No	Yes
9-10 Brewery Gulch	Bisbee	No	Yes
5A Howell Avenue	Bisbee	No	Yes
14-16 Brewery Gulch	Bisbee	No	Yes
18 brewery Gulch	Bisbee	No	Yes
24 Brewery Gulch	Bisbee	No	Yes
26-28 Brewery Gulch	Bisbee	No	Yes
30-34 Brewery Gulch	Bisbee	No	Yes
36-38 Brewery Gulch	Bisbee	No	Yes
42-46 Brewery Gulch	Bisbee	No	Yes
48-50 Brewery Gulch	Bisbee	No	Yes
66-72 Brewery Gulch	Bisbee	No	Yes
101A Brewery Gulch	Bisbee	No	Yes
103B Brewery Gulch	Bisbee	No	Yes
101B Brewery Gulch	Bisbee	No	Yes
71A Brewery Gulch	Bisbee	No	Yes
65 Brewery Gulch	Bisbee	No	Yes
61-63 Brewery Gulch	Bisbee	No	Yes
57 Brewery Gulch	Bisbee	No	Yes
45-47 Brewery Gulch	Bisbee	No	Yes
41 Brewery Gulch	Bisbee	No	Yes
37 Brewery Gulch	Bisbee	No	Yes
47A Brewery Gulch	Bisbee	No	Yes
67B Brewery Gulch	Bisbee	No	Yes
83B OK Street	Bisbee	No	Yes
81-83 OK Street	Bisbee	No	Yes
79 OK Street	Bisbee	No	Yes
77 OK Street	Bisbee	No	Yes
76A OK Street	Bisbee	No	Yes

Source: Arizona State Parks Property Listing, 2003.

Opportunities and Constraints

TABLE 5 (Continued)

CITY OF BISBEE HISTORIC DISTRICT PROPERTY INVENTORY
ARIZONA STATE PARKS PROPERTY LISTING

Address	City	Individual Listing	Contributor
75C OK Street	Bisbee	No	Yes
69F OK Street	Bisbee	No	Yes
69E OK Street	Bisbee	No	Yes
69B OK Street	Bisbee	No	Yes
63C OK Street	Bisbee	No	Yes
63B OK Street	Bisbee	No	Yes
65B OK Street	Bisbee	No	Yes
69 OK Street	Bisbee	No	Yes
65 OK Street	Bisbee	No	Yes
66 OK Street	Bisbee	No	Yes
59 A OK Street	Bisbee	No	Yes
51B OK Street	Bisbee	No	Yes
51C OK Street	Bisbee	No	Yes
47B OK Street	Bisbee	No	Yes
43B OK Street	Bisbee	No	Yes
39B OK Street	Bisbee	No	Yes
41A OK Street	Bisbee	No	Yes
41B OK Street	Bisbee	No	Yes
47A OK Street	Bisbee	No	Yes
45 OK Street	Bisbee	No	Yes
39-41 OK Street	Bisbee	No	Yes
37 OK Street	Bisbee	No	Yes
29-93 OK Street	Bisbee	No	Yes
21 OK Street	Bisbee	No	Yes
21A OK Street	Bisbee	No	Yes
11B OK Street	Bisbee	No	Yes
7E-7F-7G OK Street	Bisbee	No	Yes
9 OK Street	Bisbee	No	Yes
9A OK Street	Bisbee	No	Yes
3-7 OK Street	Bisbee	No	Yes
100-180 Naco Road	Bisbee	No	Yes

Source: Arizona State Parks Property Listing, 2003.

Opportunities and Constraints

TABLE 5 (Continued)

CITY OF BISBEE HISTORIC DISTRICT PROPERTY INVENTORY
ARIZONA STATE PARKS PROPERTY LISTING

Address	City	Individual Listing	Contributor
110-112 Naco Road	Bisbee	No	Yes
116 Naco Road	Bisbee	No	Yes
7B OK Street	Bisbee	No	Yes
9B OK Street	Bisbee	Yes	Yes
7H OK Street	Bisbee	No	Yes
7A OK Street	Bisbee	No	Yes
106H Naco Road	Bisbee	No	Yes
112A Naco Road	Bisbee	No	Yes
116 Naco Road	Bisbee	No	Yes
120-122 Naco Road	Bisbee	No	Yes
124 Naco Road	Bisbee	No	Yes
14-16 Naco Road	Bisbee	No	Yes
18-20 OK Street	Bisbee	No	Yes
6-10 Naco Road	Bisbee	No	Yes
2-3 Naco Road	Bisbee	No	Yes
7 Brewery Gulch	Bisbee	No	Yes
19-17 Brewery Gulch	Bisbee	No	Yes
105A Clawson Avenue	Bisbee	No	Yes

Source: Arizona State Parks Property Listing, 2003.

Opportunities and Constraints

Parks, Recreation, and Open Space

Although Bisbee is not required to update the Recreation Element of the *City of Bisbee General Plan*, this section addresses recreation needs as a major component of the quality of life desired by community members. This section provides background information regarding parks, recreation, trails, and open space. It also includes information of existing parks and recreation programs. The intent of this section is to guide planners, landscape architects, developers, and staff when securing and developing parks, trails, and open space to meet community needs.

This section provides guidelines for the establishment of appropriate levels of service (LOS) standards for parks and recreation facilities. Different parks provide different recreational opportunities and services. Parks can be classified into one of five general categories: neighborhood, community, tot lot, specialty, and linear parks. A park can be a combination of these park types.

Park and Recreation Standards

The National Recreation and Park Association (NRPA)—an independent, nonprofit organization whose purpose is to advocate quality parks—developed a widely used set of park standards. In 1995, the NRPA issued a set of national LOS standards entitled *Park, Recreation, Open Space, and Greenway Guidelines*.

Although widely accepted in the past, there is increased recognition that national-based standards may not result in what communities really need. A growing number of planners argue that these standards: (1) emphasize “how much” rather than “how good,” (2) reflect past desires and expectations rather than today’s needs, (3) do not recognize the unique conditions, resources, and needs of different communities; and (4) often are unrealistic and difficult to implement.

Opportunities and Constraints

Although national-based standards may not equally meet the needs of all communities, they can serve a useful purpose. Standards can be used to justify the need for additional parkland acquisition and/or annexation of additional lands in areas that are inadequately served. National-based standards, which are legitimized by a national organization, may be even more persuasive to funding agencies. They may lead to a more equitable distribution of park resources by identifying inadequately served neighborhoods. Such standards provide guidance and are simple and straight forward to apply. They provide a yardstick for measuring the performance or effectiveness of a park acquisition and development program.

To assure that standards serve the needs of the City of Bisbee, they should be the product of a process to determine community needs rather than the starting point. Park and recreation standards are more likely to serve the needs of a community if they meet certain criteria such as relevance, cultural patterns, performance standards, feasibility, and practicality. Standards from the NRPA are included in the following section. When considering these standards, keep the discussion of the pros and cons in mind.

Parks by Type

This section provides definitions for the different types of parks and the types of recreational activities, facilities, and or equipment appropriate for each category of park, including tot lots, neighborhood parks, community parks, regional parks, specialty parks, and linear parks.

Tot Lots

Tot lots provide recreation designed for young children. Structures such as sandboxes, slides, swings, spring toys, and the like are located in this type of facility. This park's primary function is to provide an active play area for the preschool to early grade-school-age children of the neighborhood. Tot lots are frequently located in neighborhood or community parks. Ideally, a lot should be located central to its service area, within a quarter-mile walking distance of its users, and should avoid the crossing of busy streets since it primarily serves small children.

Tot lots should be located in pocket parks within neighborhoods, address safety issues, and provide gathering space for adults accompanying their children.

Opportunities and Constraints

On a per-acre basis, tot lots are expensive to construct and maintain, and generally serve a fairly limited population. There are no national standards for tot lots. However, these small parks should be encouraged within all neighborhoods. Tot lots should be provided at a minimum ratio of 0.25 to 0.50 acre per 1,000 people.

Neighborhood Parks

Neighborhood parks provide a combination of active and passive recreation opportunities for all age groups in a defined neighborhood. The park should be centrally located within a neighborhood and provide some forms of passive recreation, such as picnic areas, shade trees, or walking areas. However, the primary emphasis of neighborhood parks is to provide open space for active play areas to be used by neighborhood residents. Neighborhood parks should include at least one ball field, but are frequently not large enough to accommodate a field. The NRPA recommends that neighborhood parks be approximately 15 to 20 acres each and be provided at the ratio of one to two acres per 1,000 people.

Community Parks

Community parks provide a wide range of passive and active recreational opportunities for an entire community, in this case the City of Bisbee. An important asset for a community park is a focal point to attract users and provide a special identity to the park. Community parks are more intensely developed than other types of parks, and therefore require buffer zone spaces between active recreation areas and surrounding neighborhoods. Good multi-modal access (vehicular, bicycle, transit, and pedestrian) and parking must be provided. The park should be developed and maintained for intensive use. The NRPA recommends that community parks be approximately 25 to 30 acres in size and be provided at the ratio of five to eight acres per 1,000 people.

Opportunities and Constraints

Regional Parks

Regional parks service entire jurisdictions or regions. Activities available in regional parks may include picnicking, fishing, swimming, camping, trails, golf, etc. Regional parks tend to be large (over 200 acres) and should be provided at a ratio of five to ten acres per 1,000 people. Because of their regional nature, regional parks are usually not located in the core but more at the periphery of a jurisdiction.

Specialty Parks

Specialty parks provide special type of recreational opportunity that capitalizes on a unique natural feature, or on a population that is large enough to support a special type of recreational demand. Examples are golf courses, historic sites, zoos, and sports complexes.

Linear Parks

Finally, linear parks are corridors of land that provide access between different locations for recreational or transportation purposes. Improvements can include facilities to aid walking, hiking, and bicycling.

Level of Service Standards for Parks

Table 6, provides LOS standards for open space, regional, community, and neighborhood parks recommended by the NRPA *Park, Recreation, Open Space, and Greenway Guidelines*. These standards should be used only as a measuring yardstick for the development of a system of park standards that addresses more appropriately the City of Bisbee parks needs.

Opportunities and Constraints

TABLE 6

RECOMMENDED LOS STANDARDS FOR PARKS
NATIONAL RECREATION AND PARK ASSOCIATION

Park or Recreation Facility Type	LOS Standard
Tot Lots	0.25 to 0.50 acre per 1,000 residents
Neighborhood Parks	One acre per 1,000 residents
Community Parks	One and one-half acres per 1,000 residents within a 3-mile service radius
Regional Parks	Ten acres for every 1,000 residents within a 1-hour drive service radius
Open Space	Ten acres for every 1,000 residents within a 10-mile service radius
Bicycle Trails	One mile for every 1,000 residents
Camping (RV, trailer, and tent)	One acre of camp area for every 5,600 residents
Picnicking	One picnic table for every 500 residents

Source: Park, Recreation, Open Space, and Greenway Guidelines, National Recreation and Park Association, 1996.

Opportunities and Constraints

LOS Standards for Recreation Activities

Table 7 includes LOS standards recommended by NRPA for user-oriented outdoor recreation activities such as golf, equipped play area, tennis, baseball/softball, football/soccer, handball/racquetball, basketball, and swimming (pool).

TABLE 7

LOS STANDARDS FOR USER-ORIENTED RECREATION ACTIVITIES NATIONAL RECREATION AND PARK ASSOCIATION

Recreation Activity	LOS Standard
Golf	One 9-hole golf course for every 32,500 residents
Equipped Play Area	One play area for every 10,000 residents
Baseball/Softball	One ball field for every 7,500 residents
Football/Soccer	One field for every 15,000 residents
Handball/Racquetball	One court for every 10,000 residents
Basketball	One court for every 4,000 residents
Swimming (pool)	One pool for every 10,000 residents

Source: Park, Recreation, Open Space, and Greenway Guidelines, National Recreation and Park Association, 1996.

Opportunities and Constraints

Current and Future Park, Recreation, and Open Space Needs

This section identifies current and future parks, trails, recreation, and open space needs for the City of Bisbee.

Recreation Programs

Recreation programs enhance the quality of life through personal, community, and economic benefits. An individual that is active has the best health insurance one can buy. Recreation programs help people live longer, prolong independent living for seniors, reduce the risk of heart disease, and enhance overall health and well-being. Recreation reduces stress, builds self-esteem, and reduces self-destructive and antisocial behaviors in youth.

Recreation programs produce leaders, reduce isolation and loneliness, reduce crime, and build strong families and healthy communities. Recreation also creates social bonds, encourages the development of social skills, and increases community participation. Recreation builds pride in a community and enhances perceived quality of life. It also reduces health care costs, thus adding to the economic benefits of the community.

Community recreation programs help reduce social services and law enforcement costs, improve work performance, reduce costs associated with crime, and build stronger and healthier communities. In economic development terms, recreation programs generate tourism expenditures, bring money into the community, and are an investment in the future. The City of Bisbee supports numerous recreation programs throughout the year which include:

- ❖ **The Southwest Wings Birding & Nature Festival.** This festival celebrates the abundance of birds and wildlife in southeastern Arizona. This annual festival offers bird, bat and butterfly seminars and trips, nature exhibits, vendors and programs, and natural history tours throughout southeastern Arizona and Northern Sonora, Mexico.
- ❖ **Spring Arts Festival.** This annual Mother's Day weekend event includes an Air Paint-a-thon Contest, Art-in the Park, live music, an Art Car Show and a gallery walk through the art galleries and artisan shops in Historic Bisbee.

Opportunities and Constraints

- ❖ **Fiesta de las Aves.** This annual birding festival held in celebration of International Migratory Bird Day, includes birding tours in Southeastern Arizona and Northern Sonora, Mexico, birding seminars and birding vendors.
- ❖ **Underground Film Festival.** This free film festival includes a diverse group of films and film shorts covering all periods and all genres. Over 2 dozen 16 mm independent and experimental films are projected on the big screen.
- ❖ **Fourth of July in Bisbee.** Every 4th of July, Bisbee starts the day with the Ruthless Run from the Continental Divide down through the canyon and into the historical district of Bisbee.
- ❖ **Brewery Gulch Daze.** Events such as the "Old Miz Biz" contest, the Waterball tourney and the Waiter and Waitress Challenge make up this unique event celebrating Bisbee's bawdy past as a mining center.
- ❖ **Gem and Mineral Show.** More than 100 vendors display lapidary arts and stones in Bisbee's Elks Park in an open-air market each year.
- ❖ **Fiber Arts Festival.** Fiber artists of all kinds gather at the Copper Queen Plaza in Old Bisbee to display their handiwork at the annual Fiber Arts Festival.
- ❖ **Bisbee Stair Climb.** Sheer muscle power propels participants in the annual Bisbee Stair Climb. Part of a 5K run through historic Bisbee, this unique fitness challenge dares participants to run, walk and climb up the 1,034 stairs that are sprinkled throughout the city. Cash prizes are awarded in the Barco Ice Man Competition, which features contestants carrying eight-pound blocks of ice with old-fashioned tongs up 153 stairs.

The City of Bisbee Parks and Recreation Coordinator coordinates summer swimming pool and basketball programs, and Boys & Girls Club summer youth programs. The Building Inspector and Grounds Keeper address parks and grounds maintenance. The Parks and Recreation Commission advises the Community Development Director and makes recommendations to the City Council on matters pertaining to the Parks and Recreation facilities and programs.

Opportunities and Constraints

Finally, recreation is an excellent means of increasing ecological and cultural understanding and sensitivity. For example, trail systems save energy and protect air quality. They also may serve the purpose of nature or cultural studies by providing appropriate signage describing archeological sites and/or vegetative communities typical to the area.

The Bisbee Traffic Circle enhancement project includes pedestrian and bicycle links that provide multi-modal access to the different areas within the City of Bisbee. In addition, the development of a linear park system will improve access and connectivity to parks, open spaces, residential neighborhoods, community activity centers, commercial and service-oriented uses, and governmental facilities.

Recreation Facilities

This section identifies existing and planned recreation facilities within the City of Bisbee. The City Parks and Recreation plan provides for neighborhood parks that include picnic areas, play lots, and basketball courts.

Bisbee has 11 parks plus a Senior Citizen Center (operated independently).

1. Briggs Park (to be developed)
2. City Park
3. Galena Park
4. Garfield Park
5. Goar Park
6. Grassy Park
7. Higgins Park and Pool
8. Saginaw Park
9. Sherman or Paul St. Park
10. Tintown or Ruben T. Garcia Park
11. Vista Park

Parkland Acquisition

Acquisition of land for future park sites is vital to ensure the availability of land for park development. The establishment of pocket parks in neighborhoods should be encouraged, if needed for the overall park and recreation program, and if the land is physically suited for park and recreation use.

Opportunities and Constraints

The design of neighborhood pocket parks should incorporate features such as trail connectivity, access by more than one mode, tot lot areas and picnic areas, and should encourage community gathering, giving the neighborhood community identity.

As a way to ensure that future park needs are met, new development within growth areas should include recreation and open space or provide fees for the provision of park and open space.

Working with Local, State, and Federal Agencies

In order to provide adequate park, open space, and recreation facilities, the City works closely with other local, regional, state, and federal agencies. Any future parks that benefit Bisbee residents, as well as Cochise County residents, would provide excellent opportunities for acquisition, development, and maintenance of partnerships between the City and the County. Intergovernmental agreements addressing land use development within growth or planning areas should include provisions for the establishment of joint planning efforts between the City and the County.

Opportunities for Linear Park Development

Rails-to-Trails Conservancy (RTC) creates a nationwide network of public trails from former rail lines and connecting corridors. The federal Transportation Enhancements program is the largest source of funding for trail development. The growing popularity of outdoor recreation activities, such as cycling, inline skating, walking and running, combined with the loss of community open space, has increased the need for quality recreational facilities such as rail-trails.

Rail-trails provide places for cyclists, hikers, walkers, runners, inline skaters, and physically challenged individuals to exercise and experience the many natural and cultural wonders of rural environments. Rail-trails not only serve as independent community amenities, they also enhance existing recreational resources by linking neighborhoods and schools to parks, recreational centers and other community services and facilities.

The City of Bisbee can apply for grants to convert abandoned rail lines into linear parks providing connectivity to different areas of the City.

TRANSPORTATION AND CIRCULATION

Southeastern Arizona Governments Organization Transportation Planning Program

The Transportation Planning Program conducts both long and short range transportation planning to improve the current street and transit systems and to ensure that the future transportation needs of local governments within the Southeastern Arizona Governments Organization (SEAGO) are met. This program, through its contract with the Arizona Department of Transportation (ADOT), establishes priorities for roads under local government control which are eligible for Surface Transportation Program (STP) funds. Requests for projects to be added to the State Highway Five-Year Highway Construction Program are solicited, reviewed, and submitted to ADOT.

The program also acts to coordinate Hazard Elimination/Roadside Obstacle Removal (HES), Bridge Replacement and Rehabilitation, Airport Development, Transportation Enhancement Program (TEP), Landscaping and Rest Area projects for the region. Transit services are also planned for by the SEAGO transportation planning program. Transit needs of the elderly and disabled are addressed through Title 49 USC and section 5310 (formerly Section 16) application process, and additional public transit needs are addressed through Title 49 USC and section 5311 (formerly Section 18) application process. Planning assistance is provided to transit operators and applicants to encourage the integration of all routes and schedules.

History and Background of the Program

SEAGO has been assisting member entities with Transportation and Transit Planning since the formation of the COG in 1972. The POPTAC was established in 1977, by Executive Order, to review and approve the official population projections for Arizona. In 1988, a new Executive Order was issued which expanded POPTAC's responsibilities to include both population estimates and projections, and which required the POPTAC to review and make advisory recommendations on both estimates and projections to the Department of Economic Security (DES) director. At that time, the decision was made by the SEAGO Executive Director to assign the State Data Center Affiliate relationship to the SEAGO Transportation Planning Program section.

Transportation/Circulation Analysis

Primary Programs and Services

Transportation planning staff is available to member entities for the following services:

1. Providing staff liaison and support to local planning efforts;
2. Coordinating data collection efforts;
3. Developing, implementing, and monitoring a regional Five-Year Highway Construction program and regional Transportation Improvement Program (Instructions for Developing a Local Government Federal Aid Highway, Bridge, Safety and Rail-Highway Crossing Improvement Program can be found here);
4. Coordinating local activities with ADOT;
5. Consolidating and presenting local government requests to ADOT; and
6. Leveraging technical assistance resources to instruct member entities on a variety of subjects

SEAGO Transit Program

Federal funds are apportioned among the States, which have the primary responsibility for administering the programs. In Arizona, the Arizona Department of Transportation (ADOT) is the agency responsible for the overall administration of these programs. SEAGO, through its contract with ADOT, provides assistance and technical expertise to many of the transit providers. A brief description of the two transit programs that SEAGO currently deals with is provided below.

The Elderly and Persons with Disabilities (EPD) Program is primarily intended to provide capital assistance (typically vehicles) to qualifying entities providing services in both urban and rural areas. The program is designed to provide qualified applicants assistance in meeting special transportation needs where those services are unavailable, insufficient, or inappropriate. Generally, qualified applicants include private-non-profit (PNP) corporations, Native American communities, and, on a more limited basis, other public agencies. Individuals and small or otherwise "informally assembled" groups not meeting this description typically do not constitute an entity qualifying for program grant awards. Qualified users include elderly persons (60 years and over) and persons with disabilities as defined by the Americans with Disabilities Act (ADA).

Transportation/Circulation Analysis

The Rural Public Transportation Provider deals mainly with the ADOT staff, but SEAGO staff are on occasion requested to provide assistance to the providers, and conduct annual inspections of the vehicles operated by the provider. The coordination of these two transit programs adds to the effective regional coordination of these two passenger transportation programs.

Cochise County Highway Operating Division

The Highway Operations Division of Cochise County Highway and Floodplain Department is charged with constructing and maintaining certain designated public roadways in Cochise County. This does not include roads within the incorporated cities and towns, State highways and certain public roads not constructed to County standards and not approved by the Board of Supervisors for maintenance.

Funds used to maintain and construct County roads are not derived from property taxes but from State Highway User Revenue Funds (HURF). These funds are collected by the State of Arizona and diesel fuel tax and the vehicle license tax. The State Legislature then allocates these funds to the Arizona Department of Transportation (ADOT), Arizona cities and Arizona counties using a very complicated formula.

The order of priorities set by the State for distributing HURF is: ADOT, Arizona cities, the two metropolitan counties (Maricopa and Pima) and finally, the thirteen rural counties. The County Board of Supervisors, therefore, does not determine the amount of HURF coming in to the County each year. However, the Board does control how these funds are spent within the County.

The Arizona Association of County Engineers recently contracted with TASK Engineering to update the *Roadway Needs Study* for all the counties within the State. Their analysis shows that Cochise County should be spending \$8,404,600 annually for maintenance and \$130,000,000 for capital improvements in order to bring County maintained roads and bridges up to modern standards. Comparing these funding needs with available HURF, the County will spend about 55% of what is needed annually on maintenance and less than 1% annually on what is needed for capital improvements.

Transportation/Circulation Analysis

City of Bisbee Public Works Department Streets Division

The primary function of the City of Bisbee Public Works Department Streets Division is maintenance of City streets, alleys, stairs, drainage structures, and right of ways. Typical duties consist of patching and repairing streets, repainting traffic control markings and pedestrian signing, controlling vegetation which may impede vehicular or pedestrian traffic, or the visibility of traffic, signs or markers, grounds maintenance at the airport, and cleaning and maintenance of drainage structures.

Bisbee Municipal Airport

The City of Bisbee Municipal Airport is managed by a contracted Fixed B Operator, and overseen by the City's Public Works Department. Future development of the site is laid out in the Airport Master Plan adopted by the City Council. Grant applications through ADOT and the Federal Aviation Administration (FAA) have been based upon the direction provided in the adopted Airport Master Plan.

There is an Airport Advisory Committee, which meets on a regular basis and submits ideas and requests to the City concerning the operation and planning of the airport.

Existing Roadways and Traffic Volumes

This section includes data in tabular and graphic form, identifying the current traffic counts for existing roads and illustrating the existing transportation system based on data provided by SEAGO. Table 8 shows approved traffic counts for roadways within the City of Bisbee for the year 2001.

Transportation/Circulation Analysis

TABLE 8

AVERAGE DAILY TRAFFIC COUNTS (ADT)
FOR ROADWAY SEGMENTS WITHIN THE CITY OF BISBEE AND NACO

Area	Location	DIR	ADT
Bisbee	Tombstone Canyon Rd. S/O Wood Canyon	NB, SB	1743
Bisbee	Tombstone Canyon Road E/O Curve Street	NB, SB	3545
Bisbee	Tombstone Canyon Road E/O Qry Canyon Road	NB, SB	4589
Bisbee	Clawson Street E/O Maxfield Avenue	EB, WB	333
Bisbee	Brewery Avenue S/O Taylor Avenue	NB, SB	6268
Bisbee	Brewery Avenue N/O Walsh Avenue	NB, SB	686
Bisbee	Naco Rd E/O Brewery Avenue	EB, WB	8420
Lowell	Bisbee Road N/O Park Avenue	NB, SB	No Count
Naco	Dominguez Street W/O Regers Avenue	EB, WB	1182
Naco	Naco Highway W/O Dominguez A	EB, WB	924
Saginaw	Warren Road S/O HWY 80	NB, SB	1219
San Jose	Washington Avenue N/O HWY 92	NB, SB	104
San Jose	Naco HWY S/O Avenida Feliz	NB, SB	3971
San Jose	Hereford Road E/O Nighthawk Avenue	EB, SB	889
San Jose	Santa Cruz Drive W/O Cochise Drive	EB, SB	345
San Jose	Naco Highway S/O Della St.	NB, SB	3192
Warren	Bisbee Road S/O Strong Road	NB, SB	5654
Warren	Bisbee Rad S/O Briggs Avenue	NB, SB	4588
Warren	Douglas Street S/O Center Avenue	NB, SB	2410
Warren	Cole Avenue E/O Oliver Circle	EB, WB	865
Warren	Arizona Street S/O Briggs Avenue	NB, SB	2189
Warren	Arizona Street S/O Hoatson Ave.	NB, SB	1090
Warren	Rupee Road W/O Arizona Street	EB, WB	2581
Warren	Arizona Street S/O Paul Street	NB, SB	1090

Source: Cochise County Traffic Counts and
Approved Traffic Counts, SEAGO, 2001.

Transportation/Circulation Analysis

Traffic Circulation

This data and its corresponding analysis provide the foundation for the Future Transportation and Circulation Plan, and will assist the City of Bisbee in planning for future motorized and non-motorized traffic circulation systems. This section provides definitions, locations, and functional classifications for arterial and collector roadways within the study area.

The functional classification of roadways is based on the concept that each roadway has a predominant purpose. A road is either intended to access property (which serves local traffic) or allows movement through an area (which serves through traffic). With the exception of limited access facilities or interstate roads, all highways and roads generally serve both functions. However, one function is usually predominant and is the intended use or designated function of that particular roadway.

ADOT established and defined the following functional classifications:

1. **Arterial Roads.** A roadway providing service which is relatively continuous and or relatively high in traffic volume, long average trip length, high operating speed, and high mobility importance. United States numbered highways are examples of arterial roadways.
2. **Collector Roads.** A roadway providing service, which is of relatively moderate average traffic volume, moderate average trip length, and moderate average operating speed. Such a roadway also collects and distributes traffic between local roads or arterial roads and serves as a linkage between land access and mobility needs.

The Federal Highway Administration Approved (FHWA) Functional Classification map provided in the appendix section shows the ADOT FHWA-approved functional classifications for functionally classified roadway segments within the study area.

Transportation/Circulation Analysis

TABLE 9

FHWA APPROVED FUNCTIONAL CLASSIFICATION
FOR FUNCTIONALLY CLASSIFIED ROADWAY
SEGMENTS WITHIN THE BISBEE URBAN AREA

ROAD NAME	FROM:	TO:	FUNCTIONAL CLASSIFICATION
Highway 80	Bisbee City Limits	Bisbee City Limits	Principal Arterial Other-Urban
Highway 92	Intersection with Naco-Bisbee Highway	Intersection with Highway 80	Principal Arterial Other-Urban
Highway 92	Bisbee City Limits	Intersection with Naco-Bisbee Highway	Minor Arterial-Urban
Naco-Bisbee Highway	Bisbee City Limits	Intersection with Highway 92	Minor Arterial-Urban
Bisbee Jct. Road	Cochise County	Bisbee City Limits	Minor Collector-Rural
Warren Cutoff Road	Bisbee City Limits	Highway 80	Minor Collector-Rural
Tombstone Canyon Road	Highway 80	Highway 80	Collector-Urban
Bisbee Road	Highway 80	Arizona Street	Collector-Urban
School Terrace Road	Highway 92	Bisbee Road	Collector-Urban
Arizona Street	Bisbee Jct. Road	Warren Cutoff Road	Collector-Urban
Hereford Rd	Naco-Bisbee Highway	End of Segment	Collector-Urban
Washington Avenue	Highway 92	End of Segment	Collector-Urban
Naco Highway	Cochise County	Bisbee City Limits	Mayor Collector-Rural

*Sources: Arizona Department of Transportation, Federal Highway Administration
Approved Functional Classification Maps for Cochise County and Bisbee Urban Area,
2001 and Southeastern Arizona Governments Association (SEAGO) 2001.*

Transportation/Circulation Analysis

Planned Transportation Improvements

This section includes planned transportation infrastructure expansions and improvements within the study area based on data provided by the City of Bisbee, Cochise County Department of Transportation, ADOT, and SEAGO.

Bisbee Traffic Circle Improvements

The Bisbee Circle located at the confluence of State Route 80 (Milepost 343.7) and State Route 92 (Milepost 329.4) and its 10 accompanying islands are all property of ADOT. Positioned astride two major arteries on the southernmost state system, the circle catches the attention of travelers as they enter or leave Bisbee, one of the most unique visitor destinations in Southeastern Arizona. Constructed in 1947, this circle is certainly the oldest and most historic in Arizona and is one of the few on the State System. In addition, this facility is more than 50 years old, which makes it eligible for the National Historic Register.

The Bisbee Circle recently underwent renovation as part of safety improvement project by the ADOT Safford Engineering District to address safety concerns. Limited District funding did not provide for scenic improvements or landscaping at the conclusion of this project. This recent renovation did not include beautification with the exception of grass and wildflower seed to be sown at the end of construction. The City of Bisbee applied for an Arizona Transportation Enhancement Program grant.

In 2002, the State Transportation Board announced that the Arizona Transportation Enhancement Program funded by the Arizona Department of Transportation (ADOT), will provide the City of Bisbee with \$316,489 grant to preserve and landscape the Bisbee Traffic Circle.

The upcoming beautification project consists of a compass design, with plants lined along the axis and a functional and directional art form graphic providing guidance to motorists transiting the circle.

Bisbee Transit Service Improvements

A new wheelchair-accessible bus has been purchased by the City of Bisbee and is already in service. The Bisbee Bus service is operated jointly by the City of Bisbee and Catholic Community Services.

Transportation/Circulation Analysis

TABLE 10

PLANNED TRANSPORTATION EXPANSIONS AND IMPROVEMENTS
2002–2006

Street/Project Name	Project Description	Total Project Funds	Anticipated Completion Time
Bisbee Traffic Circle	<p>ADOT Arizona Transportation Enhancement Construction Program Round 10 Enhancement Project. Landscaping and scenic beautification to turn the oldest traffic circle in the State System into a visually appealing piece of ADOT property.</p> <p>The project will consist of a compass design, with plants lined along the axis and a functional and directional art form graphic providing guidance to motorists transiting circle.</p> <p>Additionally, the project will provide pedestrian connectivity and lighting features for users using the sidewalk around the circle.</p>	\$316,489	2004

Source: Bisbee Traffic Circle approved grant application, Arizona Department of Transportation Enhancement Construction Program Round 10, Arizona Department of Transportation, August 2002.

Transportation/Circulation Analysis

Other Transportation Issues

This section addresses other transportation issues such as multi-modal transportation. Multi-modal transportation includes alternate modes of transportation and supports Bisbee's livable goals by providing a response to: traffic congestion and air pollution.

Multi-Modal Transportation

This section identifies existing and/or planned programs and facilities within the study area that encourage citizens to use alternate modes—walking, biking, public transportation, or combining two or more alternate modes. In addition, this section addresses short-range and long-range transit planning needs, bicycle and pedestrian planning, and inter-modal planning.

The Bisbee Public Transit System

The Bisbee Public Transit System operates on a deviated fixed route type service, where certain designated stops are made on a timed basis. The service route starts at the top of Tombstone Canyon, travels through the Old Bisbee area to Lowell. From Lowell the bus runs to the San Jose area via the town sites Galena, Tintown and South Bisbee, then travels through the San Jose area and returns to Old Bisbee through the Warren and Bakerville town sites. The service is available Monday through Friday with eight runs. On Saturdays the services are available with four runs through the community. Each run takes from 1 hour, to 1 hour and 15 minutes. With a deviated route system, this enable passengers access to all essential services, shopping locations and medical facilities within the community of Bisbee.

The Bisbee bus has been in operation since 1986, with services provided through Catholic Community Services of Southern Arizona (CCS). Since October 1999, the City of Bisbee became the sponsoring agency and contracts for transit services with CCS.

The *Three-Year Transit Plan for Bisbee Bus Public Transit System* completed in December 2001, provides community profile, defines the service area, includes an inventory of services, estimates transit demands and needs, evaluates existing services and includes a Three-Year Implementation Plan. The City of Bisbee Transit Commission provides recommendations to City Council regarding public transit.

Transportation/Circulation Analysis

Pedestrian and Bike Pathways

There is a need to interconnect the different areas of the City through the construction of additional pedestrian trails and bike routes. Pedestrian and bike pathways are depicted on the Future Transportation & Circulation Plan map. The map shows existing and proposed pedestrian and bike pathways within the study area.

Street and Road Maintenance

Road maintenance has been identified by the Steering Committee as a major concern within the City. The method for street repairs currently in use is not effective in that it washes away after the first rain. The Implementation Volume of the General Plan addresses this issue by providing goals and policies related to street maintenance.

Airport Growth Area

There is a need to provide enhanced transportation corridors to efficiently serve the Airport Growth Area while preventing the increase of commercial trucking traffic through Historic Warren's residential areas. Two existing roads have been identified in the Proposed Transportation/Circulation map provided in Volume II: Implementation within the appendix section. These roads are Purdy Lane and Bisbee Junction Road. Joint planning efforts with the County, the regional agency and ADOT are recommended in order to find the most feasible solution.

WATER, WASTEWATER & SOLID WASTE

Water System

This section provides water system modification based on data provided by the City of Bisbee Public Works Department. According to information provided by the City, Arizona Water Company supplies water to the entire City. The City of Bisbee is not involved in water supply. It is anticipated that the water service area will need to expand as development occurs.

For years, the city reservoir storing Old Bisbee's fire suppression water had leaked. Recently, it was announced the City would begin the task of repairing the 2.9 million gallon reservoir. During the repairs, the former reservoir, which is located just above the newer one, would be used to store fire suppression water in case of fire during the repair. A temporary bypass line would be installed. Bisbee Fire Department would also make sure its 1,200 gallon water tender would remain in Old Bisbee in case something went wrong with the temporary bypass.

Wastewater System

The City of Bisbee Public Works Department Wastewater Division operates and maintains three treatment facilities: Mule Gulch Wastewater Treatment Plant, Warren Wastewater Treatment Facility, and San Jose Wastewater Treatment Facility. In addition to the plant and lagoons, the Wastewater Division maintains the wastewater collection system consisting of thousands of feet of sewer mains. The Wastewater Division also maintains the "Old Bisbee" fire suppression system, and is responsible for making the Blue Stake requests as required.

Wastewater System Current Conditions

The City is served by a sewer collection system that varies widely in age and condition. Wastewater treatment is conducted at three separate facilities, one for each of the population centers. The majority of the system in the Old Bisbee and Warren areas of the City experience excessive Inflow/Infiltration (I/I). The I/I condition results in sanitary sewer overflows and exceedance of treatment plant quantity and quality capacities, culminating in releases of raw or partially treated sewage to the environment.

Infrastructure Supporting Growth

In general, the sewer transmission lines require replacement. The City has obtained a Community Development Block Grant (CDBG) and funding from the USDA Rural Utilities Service to rehabilitate small sections of the collection system in Old Bisbee and Warren. The majority of the collection system in the areas, however, is in need of rehabilitation. Improvements to the wastewater treatment process are also necessary to address discharge permit violations and adequately protect groundwater resources and public health.

Until recently, the City operated under Consent Order P-96-96 issued by the Arizona Department of Environmental Quality (ADEQ) to address substantial inflow/infiltration (I/I) and effluent quality issues with the existing wastewater collection and treatment system. In addition, EPA has issued a Finding of Violation and Notice for Compliance to the City to address Discharge permit violations.

In April 14, 2001, the City entered into a new Consent Order issued by ADEQ. This action replaced the 1996 order and requires completion of collection system improvements identified in alternative 4 of the City Wastewater Master Plan; construction of a new San Jose WWTP with secondary treatment, denitrification and permittable disposal capabilities; and submittal of an APP application for an expanded and improved San Jose WWTP. Consent Order P-54-01 also continues the moratorium on new connections to sewage collection systems in Old Bisbee and Warren areas enacted within the 1996 order.

Currently, wastewater from the three sections of the City is collected and transmitted to three separate treatment systems.

Old Bisbee Area

The Mule Gulch Wastewater Treatment Plant treats all wastewater collected from the old Bisbee, Lowell and Saginaw sections of the City, serving approximately 1,800 residents. Additionally, the facility collects and treats wastewater generated from the Cochise County Jail complex located on Highway 80 east of Saginaw.

The collections system in the Old Bisbee portion of the City consists of a separate system of vitrified clay, transite, and cast iron pipes. The approximate 15 miles of pipes in Old Bisbee range in size from 4-inch to 12-inch in diameter and flow to a 12-inch trunk line leading to the Mule Gulch WWTP. These pipes were originally installed in the early 1900's and much of the system is heavily deteriorated and undersized to meet existing requirements. Additionally, much of the sewer line in the Old Bisbee section is laid on excessive grades, many more than 30 percent. The depth of the majority of sewer lines is less than 3.0 feet.

Infrastructure Supporting Growth

The Mule Gulch WWTP was originally constructed in 1941. Overall condition of the plant is fair to poor. The plant uses trickling filter process to treat wastewater influent with anaerobic digestion and drying beds to treat wasted biological solids. The WWTP discharges treated disinfected effluent to the Mule Gulch arroyo under an NPDES permit. The plant generally meets effluent standards of the current NPDES permit, however, issues of concentration and mass loading remain for some metals during periods of I/I.

The plant has a design capacity of 230,000 gpd. However due to significant I/I problems associated with the collection system leading to the Mule Gulch WWTP, peak flows of 1,200,000 gpd have been experienced over short durations during storm events. These flows overwhelm the capacity of the plant and result in the discharge of effluent that has not been fully treated.

Warren Area

This system serves approximately 2,100 residents of the Warren area. The wastewater collection system in the Warren area of the City consists of approximately 18 miles of pipe ranging in size from 4-inches to 12-inches in diameter. Grades in Warren are in the 5 percent range, although some pipes are laid on flat grades, resulting in cleaning problems.

Most of the pipes in this area are constructed of vitrified clay, although some of the smaller sections of pipe are cast iron. As in Old Bisbee, most of the system is too small to meet existing requirements. Approximately 68 percent of the existing collection system in the Warren area is comprised of the 4-inch or 6-inch diameter pipe.

Additionally, in the Warren area, approximately 25 percent of the system has domestic water mains placed over sanitary sewer lines in the same trench, posing, a potential health hazard, difficult maintenance, and additional source of I/I. The sanitary sewer pipes lead to a 12-inch trunk line that conveys the sewage to the Warren lagoon system, approximately 1.5 miles south of Warren.

The maximum design capacity of the four lagoons at the Warren WWTP is approximately 390,000 gpd, however, significant I/I issues also exist in Warren and peak daily flows of 1,200,000 gpd have been experienced. Currently, the first lagoon is filled with solids, reducing the treatment capacity of the system by approximately one-quarter.

Infrastructure Supporting Growth

San Jose Area

This system serves approximately 1,000 residents of the San Jose area. Sanitary sewer transmission pipes in this area range in size from 4-inches to 6-inches in diameter and connect to a 10-inch or a 15-inch trunk sewer that leads to the San Jose WWTP. Pipes are constructed of asbestos cement and are laid on fairly gentle grades.

The San Jose WWTP is located on a 59-acre property owned by the City. This site is bordered by land owned by Phelps Dodge Mining Co. and other private owners on all sides. Construction of the San Jose WWTP was completed in 1985. The treatment plant uses a lagoon treatment process system that includes two 2.69-acre facultative lagoons and a holding pond discharging to an 11-acre land application effluent disposal site southwest of the lagoons.

This system has a design treatment capacity of approximately 137,000 gpd; peak daily flows of 240,000 gpd are experienced during periods of precipitation. The first lagoon in the San Jose WWTP is filled with solids, reducing treatment capacity by one-half.

A sulfate plume, created by mine dewatering activities that occurred between 1904 and 1985, exists in the water table beneath the San Jose WWTP. Reclaimed water discharged through the San Jose land application site reenters the aquifer inside the plume boundary.

Future Wastewater Treatment Needs

The required system capacity is based on the system population anticipated for the future and the average daily wastewater flow that each member of the population will contribute. The system population was developed using 20-year population projections obtained from the Arizona Department of Economic Security plus known or anticipated additions that will occur during the planning horizon.

Brown and Caldwell, Inc. conducted a wastewater flow study for the city between July 12 and August 8, 2002. In this study, flow meters were placed in manholes that represent total system flow when combined. The study spanned dry-weather and monsoon-influenced wet-weather conditions.

Infrastructure Supporting Growth

The average daily flow measured during the dry-weather portion of the study was 0.58 million gallons per day, which equates to an average of 112 gallons per day per member of the current sewer system population. This rate combines all residential, commercial and industrial contributions and it is assumed it will stay constant in the future. Application of this rate to the future sewer population shows that a total system capacity of 820,000 gallons per day are needed to accommodate the future wastewater treatment needs of the City.

Wastewater Collection System Improvements

The City completed the Wastewater Master Plan in 2001. The Master Plan addresses the noted deficiencies throughout the collection and treatment systems currently in place. The Master Plan also evaluates the proposed cost and infrastructure requirements of the collection system improvements and four treatment system improvement alternatives.

The Wastewater Master Plan identified the need to repair approximately 112,000 linear feet of collection system, predominantly in the old Bisbee and Warren areas of the City.

The City of Bisbee is developing an infrastructure project to address wastewater system deficiencies and to comply with the state and federal regulatory requirements. In 2001, the Bisbee City Council scheduled a special session to consider the financing package for a multimillion-dollar rehabilitation of its sewer system. This session was followed by three public meetings and a bond election for the voters for a \$26.4 million financing package passed by the Bisbee voters in May of 2001 by 95% to upgrade Bisbee's wastewater system.

The estimated cost of the sewer project is \$30 million, including an inflation factor. The plan calls for repair or replacement of sewer pipes on public right of way in Old Bisbee, Lowell, Saginaw, Bakerville and Warren, construction of new facilities needed to transport wastewater to San José and expansion of the lagoons that treat wastewater in San José. It is anticipated that sewer problems identified in the different planning areas will be resolved with the sewer system upgrade. The Mule Gulch Wastewater Treatment Plant, more than 60 years old and out of compliance with federal standards, would be closed in favor of the expanded lagoons in San José.

Infrastructure Supporting Growth

Wastewater System Improvement Project

A Wastewater System Improvement Project Environmental Assessment (EA) was conducted by the U.S. Environmental Protection Agency in April 2003. The purpose of this EA is to determine and document the potential beneficial and adverse impacts to the environment within the study area generated by the implementation of the proposed action. This project was funded in coordination with the Border Environment Cooperative Commission (BECC), the USDA Rural Development–Rural Utilities Service, and the Water Infrastructure Finance Authority of Arizona. BECC is an international organization that aids in the financing and development of environmental infrastructure projects proposed by border states, localities and the private sector along the U.S./Mexico border.

For the project to be certified by BECC and be eligible for funding, an EA in accordance with requirements of the National Environmental Policy Act (NEPA) must be performed. This EA was prepared to determine if a Finding of No Significance Impact (FONSI) can be prepared for the proposed action. A FONSI precludes the need to perform an Environmental Impact Statement (EIS). A FONSI has been issued.

The study area for the EA includes the incorporated City limits, including the Old Bisbee, Warren and San Jose communities. The purpose of the proposed project is to rehabilitate the wastewater collection and treatment systems in the City of Bisbee to address existing system deficiencies and achieve compliance with state and federal regulatory requirements.

To rectify the current deficient situation and prevent fines under Section 309 or the Clean Water Act, the City has taken action to prevent the future decline of effluent quality. Currently, a moratorium for sewer connections is in place for the areas of Old Bisbee and Warren.

The project is awaiting Border Environmental Cooperation Commission (BECC) certification, which should be finalized by early summer 2003. Construction should begin shortly thereafter. The wastewater project is divided into 26 different drainage areas and assigned priorities. Once an area's wastewater problems have been brought to compliance, ADEQ will lift the building moratorium, one section at a time. The consent order requires the new wastewater treatment plant, planned for the San Jose area, be completed by 2008 and the collection system repairs be completed by 2011.

Infrastructure Supporting Growth

Sanitation and Solid Waste

The City of Bisbee Public Works Department Sanitation Division oversees the garbage pick-up and sanitation needs of the City. Residential garbage is picked up two days per week, commercial garbage is picked up six days per week, and a free yard debris pick-up is conducted each Wednesday. The yard debris pick-up is often coordinated with the DOC crews who operate the chipper the City purchased with a grant from ADEQ. Special 'Christmas Tree' pick-ups are done between the week after Christmas to just after New Year's Day, and the mulch from this is used on the rose garden at the Vista Park.

At this time, Public Works is researching the possibility of establishing a composting area at the San Jose Wastewater Treatment Facility. This operation would be a joint effort between the Sanitation Department crews, and the Wastewater Department employees who will be working the reuse areas.

The sanitation crew is responsible for the maintenance of the dumpsters, and the 90-gallon rollout containers used in the automatic pick-up operation. Currently, one employee from the 'Old Bisbee' crew is on light duty, and in the process of painting all of the dumpsters, checking the condition, and reporting those that need attention.

The major equipment for the Sanitation Department are three side pick-up automatic trucks one Ford, one Volvo, and one Pieterbuilt, the small truck used in 'Old Bisbee', and a flatbed trash truck. Specifications for a new side pick-up truck are being written so that a new truck can be put out to bid.

Cochise County Solid Waste Department

Cochise County Solid Waste Department operates public facilities for the safe and sanitary disposal of solid waste generated within Cochise County under authority from the State of Arizona (ARS 49-741).

Further, the State of Arizona (ARS 49-742 et. seq.) allows the establishment of solid waste user fees to cover the costs of development, construction, operation, administration, and financing of public solid waste management activities, and broadly controls those activities.

Infrastructure Supporting Growth

Cochise County Recycling Program

The purpose of the Cochise County Recycling Program is to reduce the amount of solid waste that ends up in the landfill. The County has recycling stations in San Jose, Warren, Lowell, and Old Bisbee, serving the City of Bisbee. Materials accepted in recycling stations include: newspaper, white paper, magazines, cardboard, aluminum cans. A free pick up of trimmings and yard waste can also be arranged. Waste reduction programs available include Classroom Programs for Waste Reduction Education, Zero Waste Lunch and Compost Program, Tour of New Landfill in Whetstone, and Materials Exchange Program.

Cochise Materials Exchange Program

The purpose of the Cochise Materials Exchange Program, sponsored by Cochise County Lets Talk Trash Recycling Program, is to prevent reusable products from entering the waste stream and landfill. This materials exchange program creates a means for Cochise County residents, businesses and non-profit organizations to exchange, any type of materials except those classified as hazardous waste. This materials exchange is operated by volunteers and is a free service to all participants. Potential users of the materials listed should contact the individual, organization or business directly to arrange pickup or delivery of the material.

UTILITY SERVICES

Electric Utilities

Arizona Public Service Company (APS) provides electric utility services to the City of Bisbee, meeting the electricity needs of both residents and businesses. In addition to providing electric utility services, APS partners with the City in numerous community and economic development programs such as the *Bisbee Strategic Plan for Community and Economic Development*.

Telephone

Currently Qwest Communications provides local phone service to residents of Bisbee and the surrounding area. Qwest Communications is a global leader in Broadband Internet-based communications. With one of the largest, most technologically advanced networks in the world, Qwest powers the exchange of multimedia content—images, data, and voice.

Infrastructure Supporting Growth

Gas Service

Southwest Gas Corporation is principally engaged in the business of purchasing, transporting, and distributing natural gas to residential, commercial, and industrial customers in the southwestern United States. Southwest Gas provides natural gas service to the residents of Arizona.

Fire Protection

The Bisbee Fire Department responds to all types of emergency situations. These incidents include fire response within the city limits, wildland fires for the Arizona State Land Department, as well as hazardous material incidents. The Fire Department also provides Advanced Life Support Ambulance Service, which includes 400 square miles throughout Cochise County as well as inter-facility transports from hospital to hospital.

The Fire Department is also responsible for enforcement of the Uniform Fire Code and inspection of all businesses and public access areas. The Fire Department is charged with investigating for cause and origin any and all fires when necessary. The Fire Department employs 21 personnel that are trained and certified at different levels to include, Level 1&2 Firefighter, Fire Inspector, Arson investigator, Wildland Firefighter and Fire Instructor.

As an EMS provider personnel is certified as EMT's and Paramedics. The Fire Department staff includes 1 Fire Chief, 2 Captain EMT's, 1 Captain Paramedic, 1 Lieutenant Paramedic, 11 Firefighter Paramedics, and 5 Firefighter EMT's.

The Bisbee Fire Department not only responds to emergency situations but also provides other services which include, free blood pressure clinics daily, home courtesy inspections (fire and overall safety), CPR classes twice a month (Health Care Provider and Heartsaver) offered at a nominal fee, continuing fire prevention education to school age children and the entire community, the Fire Explorer program, future immunization clinics in conjunction with Cochise County Health Department and fire extinguisher training for corporations, companies, and the general public.

Infrastructure Supporting Growth

Law Enforcement/Police

The Bisbee Police Department responds to a variety of calls for service each year. They include enforcement of City Codes and Ordinances; state laws, criminal and civil traffic, misdemeanor and felony violations; along with federal law. The Bisbee Police maintains Intergovernmental Agreements with Cochise County, Arizona Department of Public Safety, D.E.A, F.B.I., U.S. Border Patrol, and Naco and San Jose Fire Districts for support assistance involving calls for service. With this enforcement comes records retention and reporting to City, County, State and Federal jurisdictions; providing reports to attorneys for City, State and Federal prosecutions; and for courts in City, State and Federal justice systems.

The Bisbee Police Department maintains a 24-hour dispatch and 9-1-1 service center. The department dispatches for police, fire and ambulance, as well as after-hour handling of Public Works calls. Our 9-1-1 center handles all of the "432" telephone prefix, serving not only Bisbee but Naco and Bisbee Junction as well.

The Bisbee Police Department maintains the Animal Control service and shelter, presently maintaining a "no kill" facility

The Police Department has 24 full time positions and three part-time positions, consisting of 1 Police Chief, 1 Lieutenant, 3 Patrol Sergeants, 1 Administrative Sergeant, 1 Sergeant assigned to the narcotic task force, 1 School Resource Officer, 9 uniformed Patrol Officers, 1 Detective, 1 Animal Control officer, 1 Administrative Assistant/Records Clerk, 4 full time Dispatchers and 3 part-time Dispatchers. Each position requires different state certification and on-going mandatory training to hold their certifications.

The Police Department offers other special services to the community, including House Watch, Crime Prevention Programs, Neighborhood Watch programs, Bicycle Safety programs, Kids I.D. program, Adopt-a-School program and the Bisbee Police Explorer Post #455.

Land Use Needs Analysis

EXISTING LAND USE ANALYSIS

This section provides an inventory of existing land uses based on aerial photographs and information provided by the City of Bisbee Community Development Department. The purpose of this inventory is to: (1) provide a basis for future acreage needed per land use category; (2) identify available vacant land; (3) define areas where infill development is a priority; (4) establish priority or target areas for future growth; (5) identify target areas for annexation; and (6) define future land use distribution.

Residential Construction

According to information provided by Cochise College Center for Economic Research, new home construction within the City of Bisbee has been slow over the past few years. For the three full years for which data has been provided, there has been an average of two homes built per year. A total of 8 single family housing permits were issued by the City from 1999 to 2002. Table 11 shows total single family housing permits issued by the City from 1999 to 2003.

TABLE 11
SINGLE FAMILY HOUSING PERMITS
1999 to 2002

Time Period	Total Number of Permits	Total Valuation	Average Cost
Jan.-Jun. 1999	0	\$0	\$0
Jul.-Dec. 1999	1	\$20,000	\$20,000
Jan.-Jun. 2000	0	\$0	\$0
Jul.-Dec. 2000	0	\$0	\$0
Jan.-Jun. 2001	1	\$15,000	\$15,000
Jul.-Dec. 2001	3	\$147,000	\$49,000
Jan.-Jul. 2002	2	\$97,000	\$48,500
Jul.-Dec. 2002	1	\$26,000	\$26,000

Source: City of Bisbee, 2003;
Cochise College Center for Economic Research, 2002.

Land Use Needs Analysis

Commercial Construction

For the period January 1999 through June 2002, there were a total of three commercial building permits issued. These three permits include the Esperanza Apartments at \$565,791 and two cell towers at \$50,000 and \$42,000. From July to September 2002, new commercial activity was strong with one permit for a new discount department store, ALCO, valued at \$580,172. Table 12 shows commercial construction permits 1999 to 2002.

TABLE 12
COMMERCIAL CONSTRUCTION PERMITS
1999 to 2002

Time Period	Total Number of Permits	Total Valuation	Average Cost
Jan.-Jun. 1999	1	\$565,791	\$565,791
Jul.-Dec. 1999	0	\$0	\$0
Jan.-Jun. 2000	0	\$0	\$0
Jul.-Dec. 2000	1	\$50,000	\$50,000
Jan.-Jun. 2001	0	\$0	\$0
Jul.-Dec. 2001	1	\$42,000	\$42,000
Jan.-Jun. 2002	0	\$0	\$0
Jul.-Dec. 2002	2	\$660,172	\$330,086

Source: City of Bisbee, 2003;
Cochise College Center for Economic Research, 2002.

The low level of activity both in home and in commercial construction can be attributed to a currently imposed building moratorium. The City of Bisbee signed a Consent Order with the Arizona Department of Environmental Quality (ADEQ) on September 3, 1996. This is an agreement that the city and the state will work toward correcting the sewer problems within a certain time period.

Land Use Needs Analysis

As provided in the Opportunities and Constraint section, on April 14, 2001, the City entered into a new Consent Order with ADEQ. This action replaced the 1996 order and requires correction of collection system improvements identified in Alternative 4 of the City 2001 Wastewater Master Plan. This consent order also continues the moratorium on new connections to sewage collection system in areas enacted with the 1996 order, which include Old Bisbee, Lowell, Bakersville, Saginaw, Galena and Warren.

As mentioned earlier, the sewer project is awaiting Border Environmental Cooperation Commission (BECC) certification, which should be finalized by early summer 2003. Construction should begin shortly thereafter. The consent order requires the new wastewater treatment plant, planned for the San Jose area, be completed by 2008 and the collection system repairs be completed by 2011.

Due to sewer constraints, the City of Bisbee has not experience major growth since 1996. With the exception of few new residences and commercial enterprises, the existing land use remains pretty much the same within the City limits has it was in 1996. Just outside the incorporated areas of Bisbee, new home construction has been averaging close to that of the City, at least in volume.

Existing Land Uses

The Existing Land Use map provided in the Appendix section depicts existing land uses within the City of Bisbee current corporate boundary and within portions of the Proposed Growth Area Boundary for the City of Bisbee. The total acreages for existing land uses within the City corporate boundaries are shown in Table 13. Vacant and/or undeveloped lands are also shown on the Existing Land Use map. The total acreage for vacant lands located within the City of Bisbee corporate boundary is also provided in Table 13.

Land Use Needs Analysis

TABLE 13

EXISTING LAND USES
CITY OF BISBEE 2003

Existing Land Use Category	Acreage
Agricultural	0
Mining	0
Industrial ¹	2
Commercial/Office	205
Residential	781
Public/Quasi Public (includes school, Bisbee Municipal Airport, and right-of-way)	484
Recreation	24
Vacant/Undeveloped	2,370
TOTAL	3,866

Source: City of Bisbee Community Development Department, 2003.

¹ Industrial land uses within the City encompass a total of approximately 2 acres. In addition, there are 24 acres of existing industrial land uses adjacent to the City boundary within the Lowell's area.

According to Table 13, an approximate increase of thirty-two (32) acres of residential land, primarily in the San Jose area, and five (5) acres of commercial land have occurred since 1996 within the City corporate boundaries.

Table 14 shows land use acreages within the Existing Cochise County Designated Growth Boundary for Bisbee.

Land Use Needs Analysis

TABLE 14

EXISTING LAND USES WITHIN THE EXISTING
COCHISE COUNTY GROWTH BOUNDARY FOR BISBEE
2003

Existing Land Use Category	Acreage Inside City Limits	Acreage Inside Cochise Growth Boundary for Bisbee
Agricultural	0	0
Mining	0	2,970
Industrial ¹	2	43
Commercial/Office	205	0
Residential	781	294
Public/Quasi Public (includes school, Bisbee Municipal Airport, and right-of-way)	484	500
Recreation	24	0
Vacant/Undeveloped	2,370	1,106
City of Bisbee Total	N/A	3,866
TOTAL	3,866	8,779

Source: City of Bisbee Community Development Department, 2003.

¹ Industrial land uses within the City encompass a total of approximately 2 acres. In addition, there are 24 acres of existing industrial land uses adjacent to the City boundary within the Lowell's area.

As provided in Table 14, of the total 8,779 acres within the existing Cochise County Growth Boundary for Bisbee, approximately 2,970 acres, or 34 percent, of the existing designated growth boundary are owned by Phelps-Dodge and includes tailings and potential mining areas. The existing growth boundary needs to be revised to reflect a more realistic scenario.

Land Use Needs Analysis

Density and Intensity of Current Uses

Estimated average density of residential land use (total housing units per total residential acres) is currently approximately four dwelling units per acre in most areas with the exception of Old Bisbee. Estimated intensity of commercial and industrial land uses was calculated as an average floor area ratio of 0.50 and 0.35, respectively.

Floor area ratio is the relationship between the area of floor space in a structure and the area of the parcel on which it is situated. For instance, a floor area ratio of 1.0 represents a one story building covering the entire parcel, a two-story building on 50.0 percent of the parcel, a four-story building on 25.0 percent of the parcel, and so on. Intensity is essentially an urban concept. Since the existing commercial and industrial land uses within the City of Bisbee are urban, the estimated intensity of use has utility as a measure of development activity.

CURRENT OR IMMEDIATE NEEDS FOR LAND

The following is an analysis of the preceding land use data. This analysis discusses existing land use patterns and identifies future land needed.

The narrative, tables, and illustrations included in this analysis depict the character and magnitude of existing land uses and projections for future land uses to aid the proper placement of development and redevelopment activity within the City of Bisbee through the year 2030. This analysis considers the availability of public facilities and services; the character of vacant or undeveloped land and its suitability for development; the amount of land needed to accommodate the projected population; need for redevelopment (which also addresses any inconsistent existing land use pattern); and suitability of floodprone areas for development.

The statistical data presented is based on U.S. Bureau of the Census.

Land Use Needs Analysis

Population Distribution

TABLE 15

POPULATION DISTRIBUTION BY AGE GROUP
CITY OF BISBEE
1990

Population Category	Population Number	Percent
Total Population	6,288	100
Under 5 years	390	6.20
5 to 17 years	1,135	18.05
18 to 20 years	212	3.37
21 to 24 years	218	3.47
25 to 44 years	1,699	27.02
45 to 54 years	663	10.54
55 to 59 years	296	4.71
60 to 64 years	369	5.87
65 to 74 years	753	11.98
75 to 84 years	447	7.11
85 years or older	106	1.68

*Source: General Population and Housing Characteristics,
1990 Summary Tape File 1, US Bureau of the Census.*

Land Use Needs Analysis

TABLE 16

POPULATION DISTRIBUTION BY AGE GROUP
CITY OF BISBEE
2000

Population Category	Population Number	Percent
Total Population	6,090	100
Under 5 years	362	5.9
5 to 9 years	358	5.9
10 to 14 years	355	5.8
15 to 19 years	366	6.0
20 to 24 years	291	4.8
25 to 34 years	628	10.3
35 to 44 years	842	13.8
45 to 54 years	951	15.6
55 to 59 years	397	6.5
60 to 64 years	347	5.7
65 to 74 years	611	10.0
75 to 84 years	431	7.1
85 years and over	151	2.5

*Source: Profile of General Demographic Characteristics,
2000 Summary Tape File 1, US Bureau of the Census.*

As shown on Table 16, of the total 6,090 persons residing in the City of Bisbee in 2000, approximately 1,075 persons, or 17.65 percent, are 14 years of age or younger; approximately 657, or 10.79 percent, are between the ages 15 and 24; approximately 3,165 persons, or 51.9 percent, are between the ages 25 and 64; and approximately 1,193 persons, or 19.58 percent, are 65 years of age or older.

TABLE 17

POPULATION DISTRIBUTION BY SEX
CITY OF BISBEE
2000

	Population	Percent
Total	6,090	100
Female	3,196	52.5
Male	2,894	47.5

*Source: Profile of General Demographic Characteristics,
2000 Summary Tape File 1, US Bureau of the Census.*

Of the total 6,090 persons living within the City of Bisbee in 2000, 3,196 persons, or approximately 52.5 percent are female; and 2,894, or approximately 47.5 percent, are male.

City of Bisbee Population Projections 2005–2030

The main sources used to establish population trends for the City of Bisbee for the 2005–2030 planning horizon were the U.S. Bureau of the Census, SEAGO, and the Arizona Department of Economic Security, Population Statistic Unit.

For the purpose of calculating population projections for the City of Bisbee, the base population for the years 1980, 1990, and 2000 are utilized as the base years.

Land Use Needs Analysis

TABLE 18

POPULATION COUNTS
CITY OF BISBEE
1980, 1990, and 2000

Year	Population
1980	7,154
1990	6,288
2000	6,090

Source: U.S. Bureau of the Census, 1980, 1990, and 2000
Population Counts, Summary File 1.

TABLE 19

CENSUS COUNTS FOR MAJOR CITIES WITHIN COCHISE COUNTY
SHOWING PERCENT SHARE OF THE TOTAL COUNTY POPULATION
1980, 1990, and 2000

Jurisdiction	1980	Percent Share	1990	Percent Share	2000	Percent Share	Average Percent Share
Benson	4,190	4.89	3,824	3.91	4,711	4.00	4.27
Bisbee	7,154	8.35	6,288	6.44	6,090	5.17	6.65
Douglas	13,058	15.24	12,822	13.13	14,312	12.15	13.50
Huachuca	1,661	1.93	1,782	1.83	1,751	1.49	1.75
Sierra Vista	24,937	29.10	32,983	33.78	37,775	32.07	31.65
Tombstone	1,632	1.90	1,220	1.25	1,504	1.28	1.47
Wilcox	3,243	3.78	3,122	3.19	3,733	3.17	3.38
Total County	85,686	100	97,624	100	117,755	100	

Source: Profile of General Demographic Characteristics,
2000 Summary Tape File 1, US Bureau of the Census.

Land Use Needs Analysis

County Population Projection Methodology

The population projection methodology for Cochise County population projections 2005-2030 prepared by SEAGO uses the *State of Arizona Demographic Cohort-Survival Projections Model*. This model is a bottom-up model; county populations are projected first then totaled to get the state population numbers. The model projects each component of population change (births, deaths, in-migration and out-migration) separately according to single-age and sex. Each component of change is affected by both the age distribution and sex structure of the population. In addition, each component of change affects the other components of change. For example, migration may increase the population of the female population age 10-50, therefore resulting in an increase in the number of births because of a higher number of women able to bear children. Deaths may increase or decrease in one year depending on the age distribution and the sex structure of the population. If the age distribution is skewed towards the older age groups, a greater number of deaths will occur.

TABLE 20

CITY OF BISBEE POPULATION PROJECTIONS 2005-2030

Year	Cochise County	City of Bisbee
2005	129,675	6,650
2010	137,025	6,676
2015	143,800	6,679
2020	150,000	6,692
2025	155,425	6,712
2030	160,050	6,737

Source: Department of Economic Security, Population Statistic Units;
SEAGO Population Projections for Cochise County and City of Bisbee, 2003.

Land Use Needs Analysis

TABLE 21

POPULATION AND HOUSING UNITS
COCHISE COUNTY AND INCORPORATED AREAS
BUREAU OF THE CENSUS COUNTS
2000

JURISDICTION	Population	Total Housing Units
Cochise County Total	117,755	51,126
Benson	4,711	2,822
Bisbee	6,090	3,316
Douglas	14,312	5,186
Huachuca	1,751	844
Naco	833	298
Pirtleville	1,550	531
St. David	1,744	892
Sierra Vista	37,775	15,685
Sierra Vista Southeast	14,348	5,857
Tombstone	1,504	839
Whetstone	2,354	1,056
Willcox	3,733	1,652
Remainder of County	27,050	12,148
Inside Incorporated Areas	69,876	30,344
Outside Incorporated Areas	47,879	20,782

*Source: Profile of General Demographic Characteristics,
2000 Summary Tape File 1, US Bureau of the Census.*

Land Use Needs Analysis

Current Housing Inventory

TABLE 22

HOUSING UNITS AND AVERAGE HOUSEHOLD SIZE
CITY OF BISBEE
2000

Total Housing Units	Occupied Housing Units (households)	Vacant Housing Units	Percent Vacant	Total Persons	Average Household Size
3,316	2,810	506	15.25	6,090	2.15

Source: U.S. Bureau of the Census, 2000 Housing Counts, Summary File 1.

ANALYSIS OF FUTURE LAND USE NEEDS

Residential Land Use Needs

As provided in previous pages, the population of the City of Bisbee is projected to be approximately 6,650 persons by the year 2005; approximately 6,676 persons by the year 2010; approximately 6,679 by the year 2015; approximately 6,692 persons by the year 2020; approximately 6,712 persons by the year 2025; and approximately 6,737 persons by the year 2030. This population increase is based solely on general demographic trends and does not reflect factors such as annexation. An analysis based in population and household size trends is necessary to determine the amount of land needed for residential development in the City of Bisbee.

Table 23 shows numbers of persons living in households, occupied housing units, and the average household size based on 1990 and 2000 U.S. Bureau of the Census counts.

Land Use Needs Analysis

TABLE 23

PERSONS IN HOUSEHOLDS,
OCCUPIED HOUSING UNITS,
AND AVERAGE HOUSEHOLD SIZE
1990 AND 2000

1990 Census	
Category	Population
Total Persons in Households	6,231
Total Occupied Housing Units	2,664
Average Household Size	2.34
2000 Census	
Category	Population
Total Persons in Households	6,090
Total Occupied Housing Units	2,610
Average Household Size	2.15

*Source: U.S. Bureau of the Census, 1990 and 2000 Housing
Counts, Summary File 1.*

According to Table 23, the total number of persons in households decreased from 6,231 persons in 1990 to 6,090 persons in 2000; the total number of occupied housing units also decreased from 2,664 in 1990 to 2,610 in 2000; and the average household size decreased from 2.34 persons per household in 1990 to 2.15 persons per household in 2000. Based on these trends, the average household size is estimated for the planning period and it is shown in Table 24.

Land Use Needs Analysis

TABLE 24
ESTIMATED HOUSEHOLD SIZE
1990–2030

Year	Estimated Average Household Size
2005	2.05
2010	1.96
2015	1.87
2020	1.77
2025	1.67
2030	1.58
Average	1.88

Source: The Planning Center estimates based on U.S. Bureau of the Census, 1990 and 2000 Summary File 1.

As provided in the previous sections, there were 3,316 housing units within the City of Bisbee corporate boundary in the year 2000. The estimated density of residential land use (total housing units per total residential acres) is approximately 4 dwelling units per acre. This trend of fairly low density within residential land uses is projected to remain the same through the year 2030. The average lot size for a density of four dwelling units per acre as been estimated at 0.25 per acre.

Housing Needs Methodology

Additional housing needs for the entire planning period can be calculated as a function of projected population and average household size. For the purpose of calculating future housing needs, the average household size for the planning period shown in Table 24 has been rounded to 2 persons per household and is expected to remain constant throughout the planning period.

As provided in Table 25, the total estimated amount of housing units is subtracted from the total existing housing units. The total number of housing units within the City of Bisbee in 2000, as reported by the Bureau of the Census, is 3,316 units.

Land Use Needs Analysis

To obtain the number of needed additional housing units, subtract 3,325, or the total additional housing units needed by 2005, from 3,316, the total number of existing housing units in the year 2000.

As shown in Table 25, the result of this calculation is 9 additional housing units. Therefore, nine additional housing units are needed by the year 2005.

TABLE 25

ESTIMATED HOUSING UNITS 2005–2030

Year	Projected Population	Constant Average Household Size	Total Needed Housing Units	Needed Additional Housing Units
2005	6650	2.0	3325	9
2010	6676	2.0	3338	13
2015	6679	2.0	3340	2
2020	6692	2.0	3346	6
2025	6712	2.0	3356	10
2030	6737	2.0	3369	13
CUMULATIVE TOTALS				53

*Source: The Planning Center estimates based on
U.S. Bureau of the Census, 1990 and 2000 Summary File 1.
(Housing units are rounded to the nearest five.)*

Future Residential Land Use Needs Methodology

Additional residential land use acreage for the entire planning period can be determined as a function of projected population, average household size, needed additional housing units, and average lot size. As shown on Table 26, additional acres for residential land are determined by multiplying the needed additional dwelling units by the average lot size.

Land Use Needs Analysis

Currently, there are approximately 755 acres of single family residential land, 25 acres of multi-family, and 2 acres of mobile home, or a total of 782 acres of residential land. The existing average density is four dwellings units per acre. The average lot size has been calculated at 0.25 acre, and is expected to remain constant during the planning period.

There are 782 acres of existing residential land serving the current population. Table 26 shows that an additional 13.25 acres are needed by the year 2030 to accommodate the projected population. Therefore, it is estimated that a total of 795.25 acres of residential land will be needed by 2030 to accommodate the projected population.

TABLE 26

ESTIMATED ACREAGE NEEDED FOR
RESIDENTIAL DEVELOPMENT 2005–2030

Year	Projected Population	Constant Average Household Size	Total Needed Housing Units	Needed Additional Housing Units	Average Lot Size (Acres)	Additional Residential Acres Needed
2005	6650	2.0	3325	9	0.25	2.25
2010	6676	2.0	3338	13	0.25	3.25
2015	6679	2.0	3340	2	0.25	0.50
2020	6692	2.0	3346	6	0.25	1.50
2025	6712	2.0	3356	10	0.25	2.50
2030	6737	2.0	3369	13	0.25	3.25
CUMULATIVE TOTALS				53		13.25

Source: The Planning Center estimates based on
U.S. Bureau of the Census, 1990 and 2000 Summary File 1.

Land Use Needs Analysis

Anticipated Growth

As established earlier in this section, estimated figures based on population projections are a function of population trends. It is important to note that the City has not sustained major growth due to the existing moratorium on sewer connections that has been in place since 1996. Such moratorium has impacted growth in a negative way, and it has also contributed to a population decrease.

Through the development of the *Strategic Community and Economic Development Plan*, the City is aggressively pursuing economic development strategies to boost the economy of the region. This plan is based in the growth potential of the City, considering that the infrastructure is in place to sustain such growth.

The major constraint to growth in the City of Bisbee is the current sewer system condition. This constraint is currently being addressed. As the sewer upgrade is completed, the City will be able to attract new development to its designated planning and growth areas. A second constraint is the need to attract growth to those areas that can sustain it. This challenge is addressed in the City Economic Development Plan, and it requires strategic planning and the development of a strong joint planning effort between the City, Cochise County, and private land holders, including Phelps Dodge Corporation.

Land Use Needs Analysis

Future Land Uses

The Future Land Use map provided in Volume II of the City's General Plan depicts proposed land uses within the City of Bisbee corporate boundaries and its planning and growth areas.

As shown in the Future Land Use map, the City is moving towards the establishment of area plans to better manage growth. The Saginaw planning area has already adopted an area plan. The City currently is identifying funds for the preparation of area plans for the Historic Bisbee and the Historic Warren planning areas, and for the San Jose and the Airport growth areas.

While the General Plan sets forth the overall land use policy direction for the City, particular sub-areas of the City benefit from Area Plans. Area Plans provide more detailed direction for land use, development, urban design, neighborhood revitalization, infill development, historic preservation, redevelopment or other topics. Area and neighborhood plans are to be used in combination with the City General Plan and when appropriate with the Airport Master Plan to determine land use policy for property within the City.

As provided earlier in this document, each planning or growth area presents unique challenges and very distinct needs. The Area Plan planning approach allows the City to better manage growth. Table 27 shows the planning and growth areas of the City and the recommended approach to manage growth within these areas.

The Specific Plan is recommended as the tool to implement the plan within those areas designated mixed-use in the San Jose Growth Area. The Specific Plan overlay will establish criteria for the provision of open space, schools, recreational facilities, employment centers and a diversity of residential densities and housing types integrated with transit, pedestrian and bike circulation systems in order to create a more livable and sustainable community. Volume II: Implementation provides a sample Specific Plan district in the Appendix section for the implementation of this overlay.

Land Use Needs Analysis

TABLE 27

**PLANNING AND GROWTH AREAS
RECOMMENDED APPROACH**

Planning Area	Approximate Acres	Recommended Approach	Recommended Joint Planning Efforts
Saginaw Planning Area	23	Saginaw adopted the Saginaw Neighborhood Revitalization Plan, which is the area plan directing redevelopment efforts and new development within the Saginaw planning area.	Since plan adoption, Saginaw has developed partnerships with the City, the County, and the Arizona Department of Commerce. Numerous grants have been received that are currently being used for improvements within this planning area.
Historic Old Bisbee Planning Area	730	<p>Infill mixed-use development in character with the historic heritage of this planning area has been identified as the most appropriate use of the land for this planning area. In addition, Historic Old Bisbee will benefit from revitalization and redevelopment efforts as well as from historic preservation.</p> <p>A large portion of the vacant land within this area is not suitable for development due to topographic constraints.</p> <p>There is, however, a prime area for development within the northwestern portion of this planning area that may support a mix of residential and resort oriented uses.</p> <p>This planning area will benefit from the establishment of an area plan in order to better address the specific needs of the area.</p>	Work with the City, community grassroots organizations, existing neighborhoods, the Arizona Department of Commerce, the Bisbee Chamber of Commerce and Cochise County to identify funds necessary for the establishment of an area plan for Old Bisbee.

Land Use Needs Analysis

TABLE 27 (Continued)

**PLANNING AND GROWTH AREAS
RECOMMENDED APPROACH**

Planning Area	Approximate Acres	Recommended Approach	Recommended Joint Planning Efforts
Historic Warren Planning Area	486	<p>Due to the small amount of vacant land within the Historic Warren planning area, infill mixed-use development in character with the “city beautiful” layout and historic heritage of this planning area has been identified as the most appropriate use of the land for this planning area. It is anticipated that infill within the residential areas will sustain primarily additional residential land, with neighborhood commercial opportunities at the intersection of collector roads. Commercial uses as well as the revitalization and redevelopment of existing commercial areas are more appropriate for those areas along existing commercial corridors such as Bisbee Road. Historic Warren will benefit from revitalization and redevelopment efforts as well as from historic preservation.</p> <p>The largest amount of vacant land within this planning area is located southeast of the Bisbee High School. This area currently includes primarily single family residential uses and some multi-family. Therefore, this more is more suitable for residential development.</p> <p>This planning area will benefit from the establishment of an area plan in order to better address the specific needs of the area.</p>	Work with the City, community grassroots organizations, existing neighborhoods, the Arizona Department of Commerce and Cochise County to identify funds necessary for the establishment of an area plan for Old Bisbee.

Land Use Needs Analysis

TABLE 27 (Continued)

PLANNING AND GROWTH AREAS RECOMMENDED APPROACH

Planning Area	Approximate Acres	Recommended Approach	Recommended Joint Planning Efforts
San Jose Growth Area	11,453	<p>San Jose has been identified as one of Bisbee's growth areas. Most of the new growth is currently taking place within this area. The San Jose area caters to a binational economy serving as the closest U.S. gateway to Naco, Mexico. Due to infrastructure availability, it is anticipated that San Jose will become the residential, commercial, and employment center hub of Bisbee offering commerce-oriented services and tourist opportunities to visitors from Mexico and the U.S.</p> <p>A 1000 acre annexation is taking place concurrent with the City's General Plan update planning process. San Jose currently serves as the shopping area for Bisbee.</p> <p>In addition, San Jose is the gateway to Sierra Vista.</p> <p>Recommended future land uses for the San Jose Growth Area include a balanced mix of Commercial Highway Corridor along Highway 92 and Naco Highway. Residential development is recommended for those areas in proximity to existing residential development. The rest of this growth area includes mixed-use/Specific Plan or Master Planned land uses which will provide a mixture of livable uses within this area.</p> <p>Of the total 11,453 acres encompassed by the San Jose Growth Area, approximately 8,009 are designated Development Reserve Area.</p> <p>The San Jose Growth Area will benefit from the preparation of an Area Plan.</p>	Work with the City, community grassroots organizations, existing neighborhoods, the Arizona Department of Commerce, the Chamber of Commerce, and Cochise County to identify funds necessary for the establishment of an area plan for San Jose.

Land Use Needs Analysis

TABLE 27 (Continued)

PLANNING AND GROWTH AREAS RECOMMENDED APPROACH

Planning Area	Approximate Acres	Recommended Approach	Recommended Joint Planning Efforts
Airport Growth Area	6,360	<p>The Bisbee Municipal Airport is located in Cochise County. Currently, airport compatible development requires a variance process at the County . The preparation of an area plan for the Airport Growth area is recommended in order to identify airport compatible uses that will help sustain the airport, infrastructure needs such as the upgrade of either Purdy Lane or Bisbee Junction Road in order to direct commercial traffic from this area from the established residential areas.</p> <p>The area plan for this area must take into consideration the following issues:</p> <ul style="list-style-type: none"> Infrastructure necessary to support airport compatible commercial uses; Impact to adjacent rural areas; Future expansion needs of the airport; and Noise contours. <p>Currently, the Airport Growth Area constitutes primarily a development reserve area.</p>	Work with the City, the Arizona Department of Commerce, the Chamber of Commerce, The Federal Aviation Administration, and Cochise County to identify funds necessary for the establishment of an area plan for the Bisbee Municipal Airport.

Land Use Needs Analysis

Table 28 includes approximate land use acreage for future land uses per planning area/growth area as shown in the Future Land Use map provided in the Appendix section of Volume II: Implementation.

TABLE 28

LAND USE ACREAGE PER PLANNING AREA/GROWTH AREA
AS PROVIDED IN THE FUTURE LAND USE MAP

Planning Area/ Growth Area (Area Acreage)	Land Use Category	Approximate Acreage
Historic Old Bisbee Planning Area (730 acres)	Due to the small amount of vacant land suitable for development, the entire planning area has been designated for mixed-use infill compatible with existing development, and a revitalization, redevelopment, historic preservation area as well.	730
Historic Warren Planning Area (486 acres)	Due to the small amount of vacant land available within this area and the “city beautiful” layout, the entire planning area has been designated for mixed-use infill compatible with existing development, and a revitalization, redevelopment, historic preservation area as well.	486
Saginaw Planning Area (23 acres)	Infill development within the Saginaw area as per the adopted Saginaw Revitalization Plan or Saginaw Area Plan.	23

Land Use Needs Analysis

TABLE 28

LAND USE ACREAGE PER PLANNING AREA/GROWTH AREA
AS PROVIDED IN THE FUTURE LAND USE MAP

Planning Area/ Growth Area (Area Acreage)	Land Use Category*	Approximate Acreage
San Jose Growth Area		
Inside Existing City Limits (2,376 acres)	Mixed Use/Specific Plan	1,503
	Residential	401
	Commercial	255
	Public Quasi-Public (Existing)	82
	Industrial	24
	Right-Of-Way	111
	Total Inside City:	2,376
Outside Existing City Limits	Mixed Use/Specific Plan	560
and Inside Designated	Residential	462
Growth Area	Commercial	46
(9,077 acres)	Development Reserve Area	8,009
	Area Outside City:	9,077
	Total San Jose Growth Area	11,453
Airport Growth Area		
Airport is in Cochise County	Bisbee Municipal Airport	385
(6,360 acres)	Development Reserve Area	5,976
	Total Airport Growth Area	6,360

* Notes:

1. Recreation and open space uses are provided within Residential and Mixed Use areas at those ratios discussed in the Recreation section of this document.
2. Schools and churches are permitted in residential areas.
3. Future public uses are permitted within any land use and require Mayor and Council approval.
4. Until the adoption of an Airport Area Plan, airport compatible development within the Airport growth area requires a variance process at the County.

Impact of Adjacent Use of Land on Future Planning

This section contains three major subsections: (1) inventory of land owners of adjacent lands; (2) inventory of existing land uses adjacent to the City of Bisbee based on Cochise County information; and (3) designated and/or proposed future land uses on adjacent land, based on a review of existing neighborhood, area, municipal, county, and state adopted plans, and pending rezoning cases.

LAND OWNERS INVENTORY

The land owner inventory includes federal, state, major land owners, and other public and privately owned lands within the study area. The Property Owners map included in the Appendix section shows major property owners within the study area. Major property owners within the study area include lands owned by Phelps-Dodge Corporation, the Bureau of Land Management (BLM), the State Land Department, and Arizona Water Company. Table 28 includes major property owners within the study area.

As shown in Table 29 the study area encompasses approximately 46,016 acres. Of this total, approximately 12,560 acres, or 27 percent, are lands owned by Phelps-Dodge Corporation; approximately 5,579 acres, or 12 percent, are lands owned by the Bureau of Land Management; approximately 4,575 acres, or 10 percent, are lands owned by the Arizona State Land Department; approximately 422 acres, or 1 percent, are lands owned by Arizona Water Company; and approximately 22,881 acres, or 50 percent, are other privately and/or publicly owned lands.

TABLE 29

MAJOR PROPERTY OWNERS WITHIN THE STUDY AREA

Owner	Acres	Percent
Other Public/Private	22,881	50
Phelps-Dodge Corporation	12,560	27
Bureau of Land Management	5,579	12
State Land Department	4,575	10
Arizona Water Company	422	1
TOTAL	46,016	100

Source: GIS Data Layers Arizona State Land Department and Cochise County Planning Department.

Impact of Adjacent Use of Land on Future Planning

Table 30 shows major property owners within the San Jose Growth Area. As shown on Table 30, the San Jose Growth Area encompasses approximately 11,453 acres. Of this total, approximately 976 acres, or 9 percent, are lands owned by the State Land Department; approximately 940 acres, or 8 percent, are lands owned by the Bureau of Land Management; approximately 422 acres, or 4 percent, are lands owned by Arizona Water Company; approximately 75 acres, or 1 percent, are owned by Phelps-Dodge Corporation; and approximately 9040 acres, or 78 percent, are other privately and/or publicly owned lands.

TABLE 30

MAJOR PROPERTY OWNERS
WITHIN THE SAN JOSE GROWTH AREA

Owner	Acres	Percent
Other Public/Private	9040	78
State Land Department	976	9
Bureau of Land Management	940	8
Arizona Water Company	422	4
Phelps-Dodge Corporation	75	1
TOTAL	11,453	100

Source: GIS Data Layers Arizona State Land Department and Cochise County Planning Department.

Impact of Adjacent Use of Land on Future Planning

Table 31 shows major property owners within the Airport Growth Area. As shown on Table 31, the Airport Growth Area encompasses approximately 6360 acres. Of this total, approximately 1127 acres, or 17 percent, are lands owned by Phelps-Dodge Corporation; approximately 887 acres, or 14 percent, are owned by the State Land Department; approximately 34 acres, or 1 percent, are lands owned by the Bureau of Land Management; and approximately 4312 acres, or 68 percent, are other privately and/or publicly owned lands.

TABLE 31

MAJOR PROPERTY OWNERS
WITHIN THE AIRPORT GROWHT AREA

Owner	Acres	Percent
Other Public/Private	4,312	68
Phelps-Dodge Corporation	1127	17
State Land Department	887	14
Bureau of Land Management	34	1
TOTAL	6373	100

*Source: GIS Data Layers Arizona State Land Department and
Cochise County Planning Department.*

Impact of Adjacent Use of Land on Future Planning

ZONING OF ADJACENT LANDS

Table 31 shows Cochise County zoning districts within the study area.

TABLE 31

EXISTING COCHISE COUNTY ZONING WITHIN THE STUDY AREA

Location within the Study Area	Cochise County Zoning District	Cochise County Zoning District Definition
<i>Old Bisbee Planning Area (Surrounding City Limits)</i>		
North	RU-4	Residential Rural 1 DU/4acre
East	RU-4	Residential Rural 1 DU/4acre
South	RU-4	Residential Rural 1 DU/4acre
West	RU-4 RU-36	Residential Rural 1 DU/4acre and Residential Rural 1 DU/36 acre
<i>Saginaw Planning Area (Surrounding City Limits)</i>		
North	RU-4	Residential Rural 1 DU/4acre
East	RU-4	Residential Rural 1 DU/4acre
South	RU-4	Residential Rural 1 DU/4acre
West	RU-4	Residential Rural 1 DU/4acre
<i>Historic Warren Planning Area (Surrounding City Limits)</i>		
North	RU-4	Residential Rural 1 DU/4acre
East	RU-4	Residential Rural 1 DU/4acre
South	RU-4	Residential Rural 1 DU/4acre
West	RU-4	Residential Rural 1 DU/4acre

Source: Cochise County Planning Department, 2003.

Impact of Adjacent Use of Land on Future Planning

TABLE 31 (Continued)

EXISTING COCHISE COUNTY ZONING WITHIN THE STUDY AREA

Location within the Study Area	Cochise County Zoning District	Cochise County Zoning District Definition
<i>San Jose Growth Area (Surrounding City Limits)</i>		
North	RU-4	Residential Rural 1 DU/4acre
	SR-22	Single-Household Residential (Minimum lot size 22,000 sq.ft.)
	GB	General Business
East	RU-4	Residential Rural 1 DU/4acre
	SR-8	Single-Household Residential (Minimum lot size 8,000 sq.ft.)
South	RU-4	Residential Rural 1 DU/4acre
	SR-8	Single-Household Residential (Minimum lot size 8,000 sq.ft.)
	TR-18	Transitional Residential (Minimum lot size 18,000 sq.ft.)
	GB	General Business
	LI	Light Industry (general light industrial uses e.g. wholesale and warehouse operations, manufacture, repair services)
	HI	Heavy Industrial (general heavy industrial uses, e.g. manufacturing, recycling centers, junkyards)
West	RU-4	Residential Rural 1 DU/4acre
<i>Airport Growth Area (Surrounding Airport)</i>		
North	RU-4	Residential Rural 1 DU/4acre
East	TR-36	Transitional Residential (Minimum lot size 36,000 sq.ft.)
	TR-18	Transitional Residential (Minimum lot size 18,000 sq.ft.)
South	TR-36	Transitional Residential (Minimum lot size 36,000 sq.ft.)
	GB	General Business
West	RU-4	Residential Rural 1 DU/4acre
	HI	Heavy Industrial

Source: Cochise County Planning Department, 2003

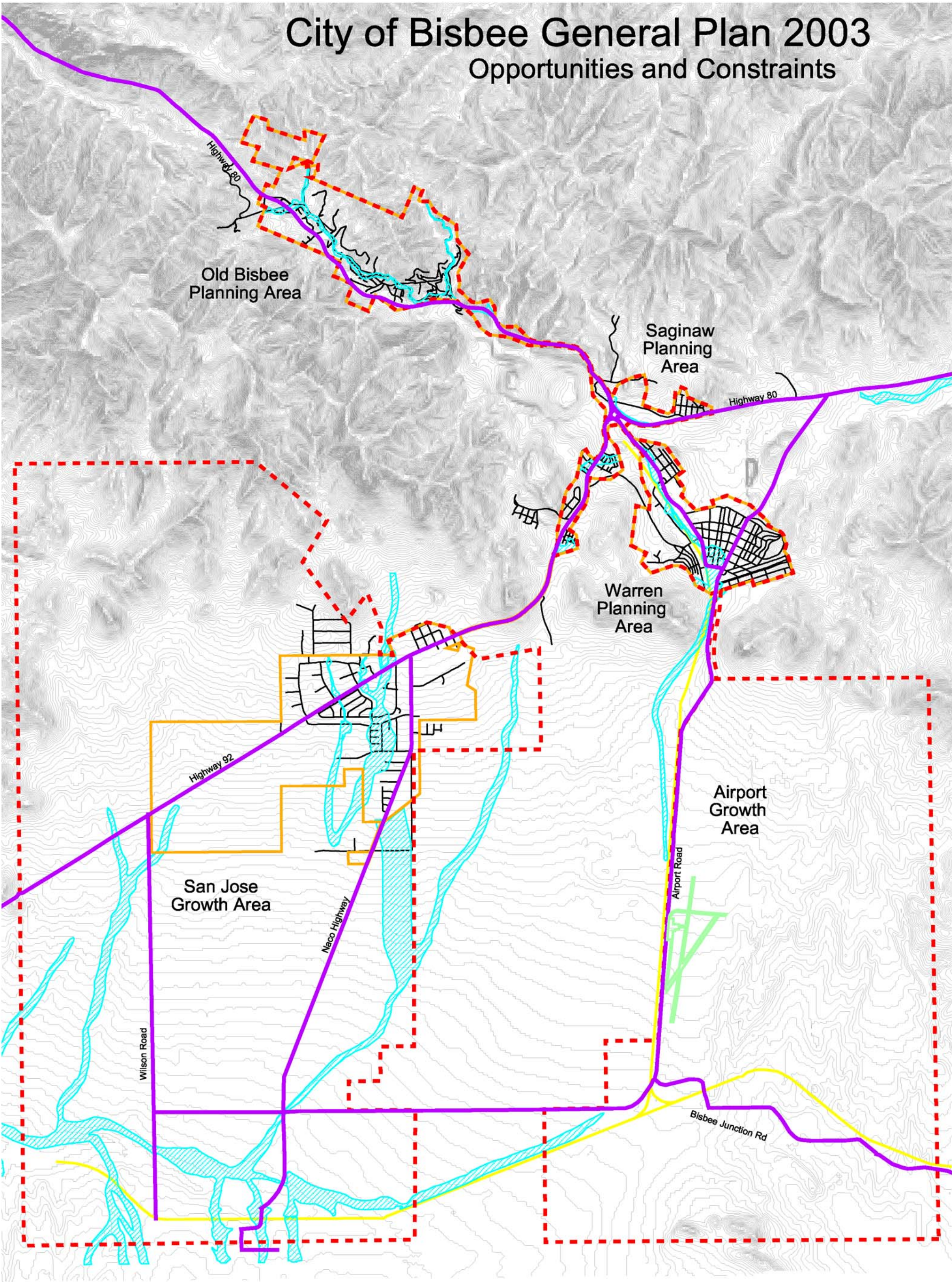
Appendix A: Existing Land Use Map Series

List of Maps

Opportunities and Constraints	A-2
Functional Classification of Roadways	A-3
General Ownership.....	A-4
Growth Boundary.....	A-5
Existing Land Use.....	A-6

City of Bisbee General Plan 2003

Opportunities and Constraints



Legend

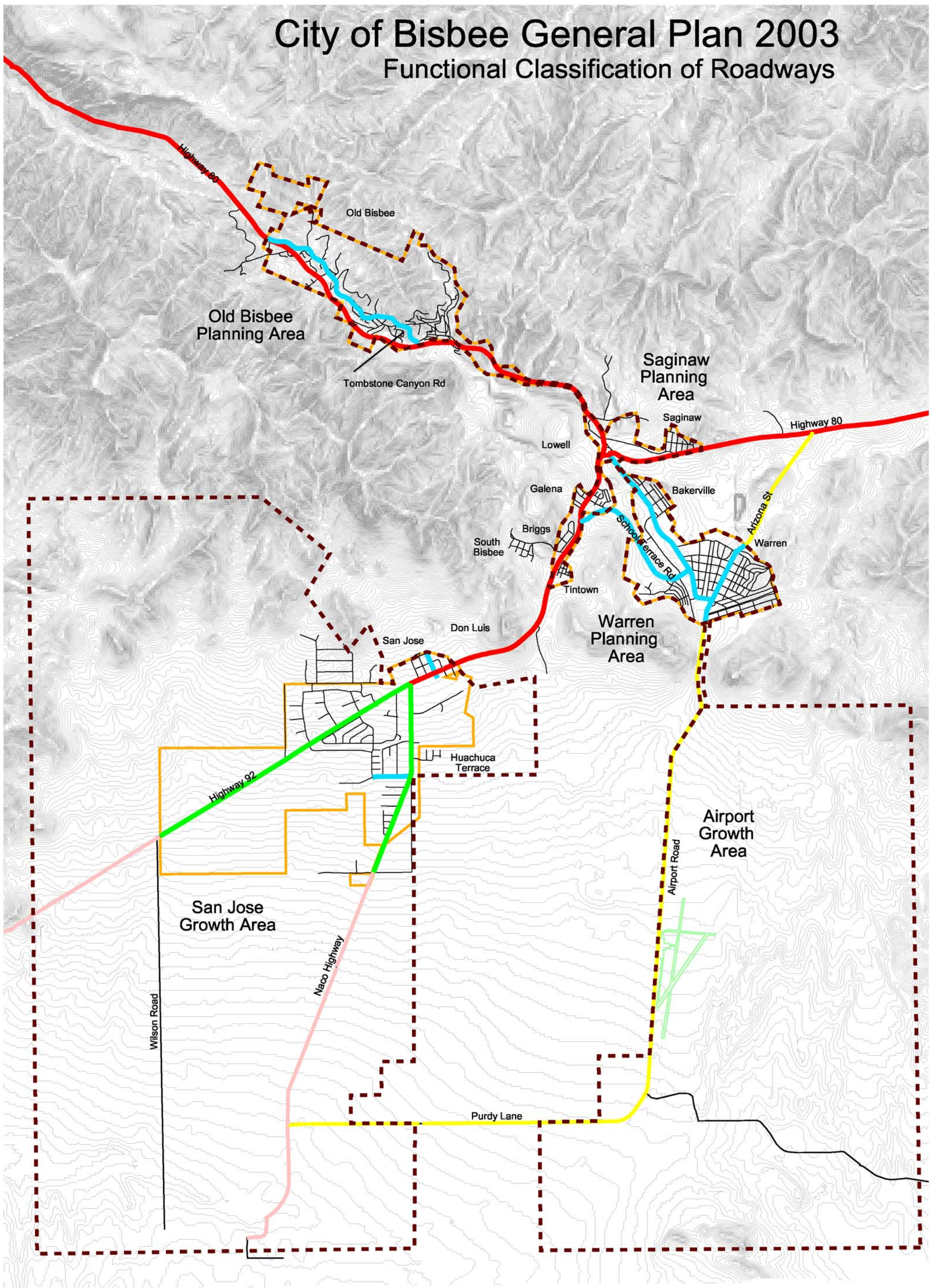
- Proposed Growth Boundary for Bisbee
- Bisbee City Limits
- Highways/Major Roads
- Rail Road
- FEMA 100-Year Flood Plain

Topography
(10 Foot Contour Interval)

0 3700 Feet

City of Bisbee General Plan 2003

Functional Classification of Roadways



Legend

- Cochise County Growth Boundary for Bisbee
- Bisbee City Limits

Functional Classification

- Principal Arterial Other- Urban
- Minor Arterial - Urban
- Collector - Urban

- Major Collector - Rural
- Minor Collector - Rural
- Local Roads

Source:
Arizona Department of Transportation
Transportation Planning Division - GIS Team
April 17th, 2000

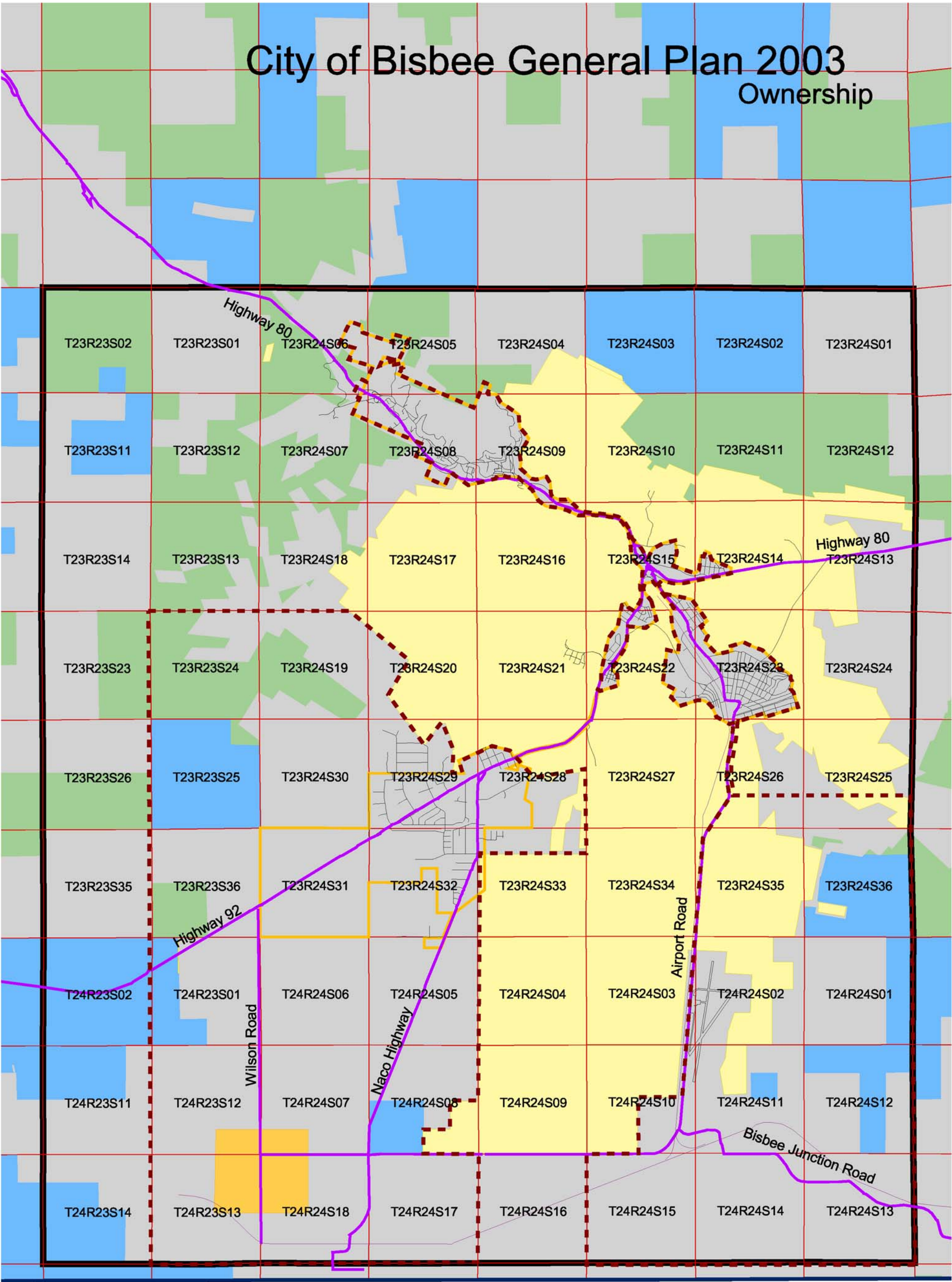
0 3700 Feet



THE PLANNING CENTER
110 S. CHURCH AVE., SUITE 6320
TUCSON, AZ 85701 (520) 623-6148

City of Bisbee General Plan 2003

Ownership



Legend

- Proposed Growth Boundary for Bisbee
- Bisbee City Limits
- Highways/Major Roads
- Township Range & Section

Ownership

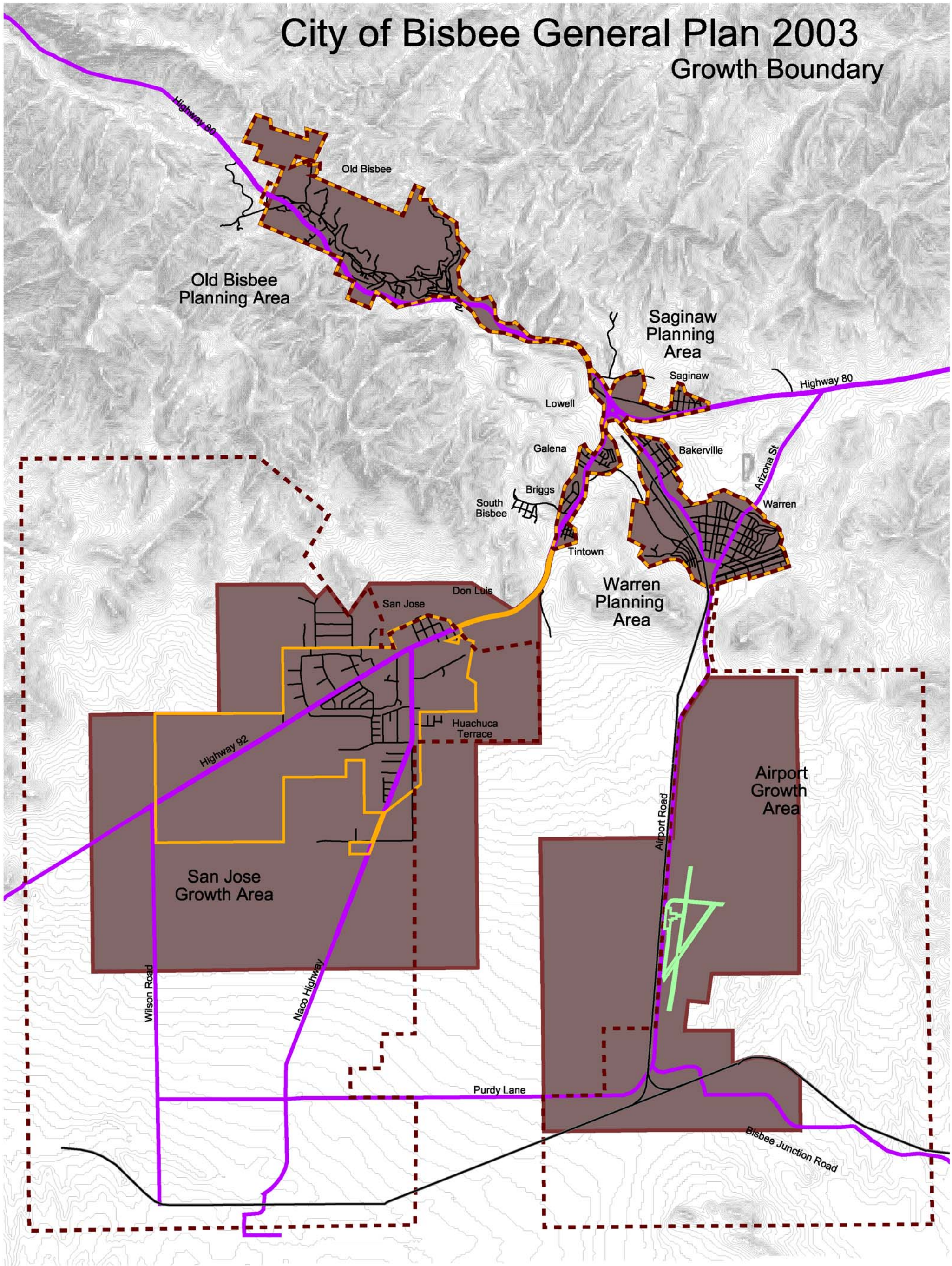
- State Trust
- Other Public/Private
- BLM
- Phelps Dodge
- Arizona Water Company
- Nature Conservancy

0 4500 Feet



City of Bisbee General Plan 2003

Growth Boundary



Legend

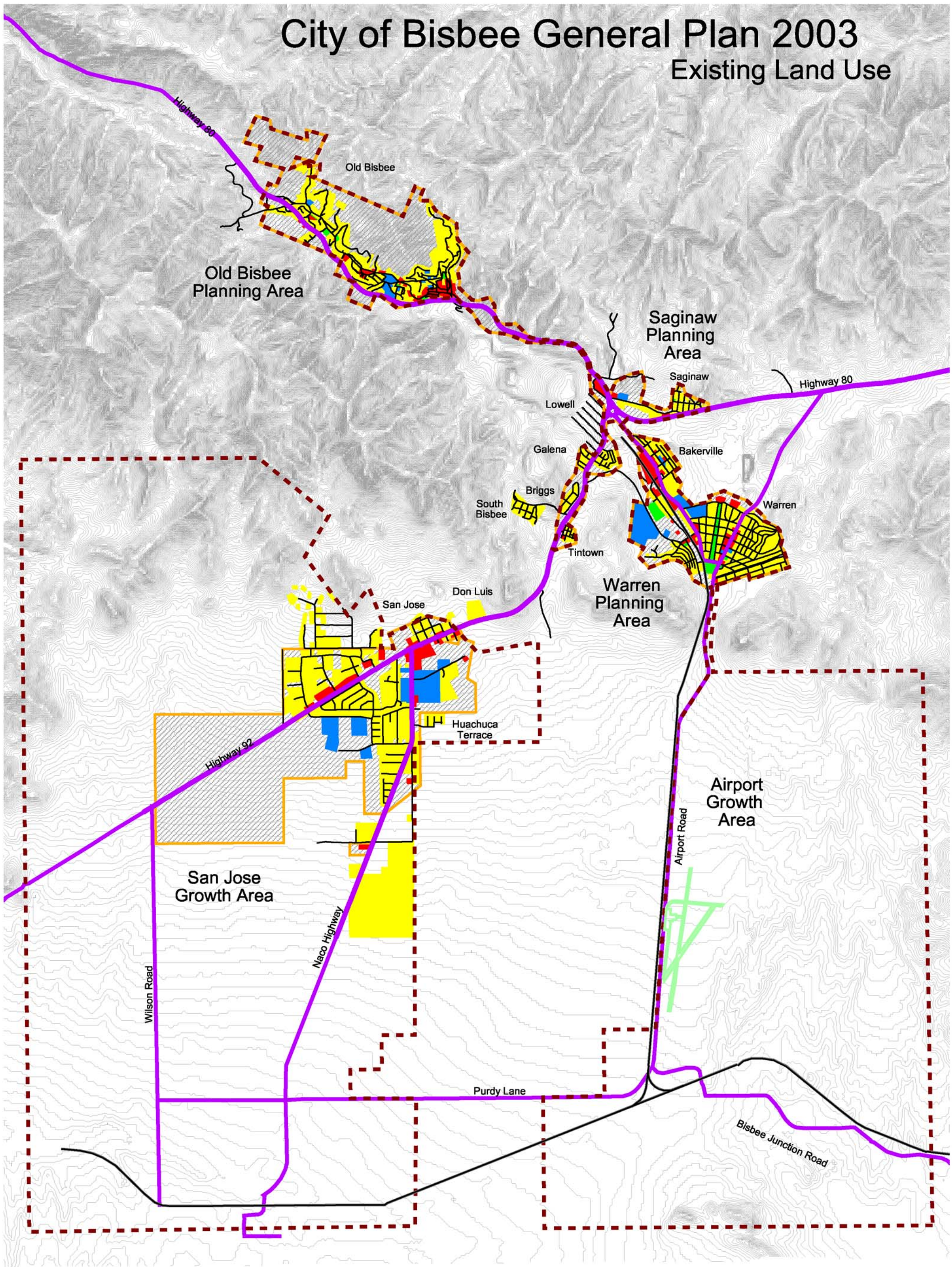
- Proposed Growth Boundary for Bisbee
- Existing Growth Boundary for Bisbee
- Bisbee City Limits
- Highways / Major Roads
- Local Roads

— Topo
(10 Foot Contour Interval)

0 3700 Feet

City of Bisbee General Plan 2003

Existing Land Use



Legend

- Proposed Growth Boundary for Bisbee
- Bisbee City Limits
- Highways / Major Roads
- Local Roads

Existing Land Uses:

- Industrial
- Commercial
- Residential
- Public/Quasi Public
- Recreation
- Vacant/Undetermined

0 3700 Feet

Appendix B: Land Acquisition

LAND ACQUISITION STRATEGIES

Introduction

Bisbee's wellbeing, viability, and feasibility are the primary goals of the City's General Plan. In order to successfully achieve these goals, it is important to understand land acquisition strategies that may help in the implementation of the General Plan while minimizing the impact of incompatible land uses. This section identifies and defines various land acquisition strategies, provides a critique for each strategy identified, and discusses implementation issues.

One alternative to acquisition of undeveloped property is to exchange the property for public property through land swaps. Acquisition is only one type of land mitigation strategy. Acquisition may remove properties entirely or in part from the tax rolls, depending on the type of acquisition program used. However, the cost of losing tax revenues from the properties may be low in comparison to the cost of providing periodic funds for rescue and recovery. The following is an evaluation of existing tools or growth management techniques designed to direct development while minimizing incompatible land uses.

DIRECTING DEVELOPMENT UTILIZING ZONING TECHNIQUES

Specific Plan and Area Plans

Definition: A master plan, specific plan or an area plan may be required by jurisdictions for new development, following specific guidelines to address the needs of the City and to ensure compatible development. These are the most comprehensive forms of area plans and apply to larger areas with multiple properties and multiple ownerships. They address allowable land uses; development intensities; community character; urban design; transportation improvements and implementation; and library, recreation, park and open space needs. This type of plan typically addresses infrastructure needs in greater depth and also explores financing options.

The City's General Plan provides a compendium of adopted goals and policies which guide development in the City. The City's General Plan identifies the need to establish Area Plans and Specific Plans.

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Redevelopment or Revitalization Plans supplement of the City's General Plan. While both sets of plans provide land use guidance for future development within the City, Redevelopment and Revitalization plans tend to be more detailed and smaller in geographic scope. The Saginaw Revitalization Plan is an example of a revitalization plan addressing the needs of the Saginaw neighborhood. Historic Bisbee and Historic Warren Planning areas may benefit from the establishment of revitalization plans.

While the General Plan sets forth the overall land use policy direction for the City, particular sub-areas of the City such as the San Jose Growth Area and the Airport Growth Area may benefit from area plans. Area Plans provide more detailed direction for land use, development, urban design, neighborhood revitalization, or other topics. Area and neighborhood plans are to be used in combination with the City's General Plan to determine land use policy for property within the City.

Specific Plans provide a set of regulations that supersedes the City Zoning Ordinance and a mixture of land uses within a specific area. This type of plan provides specific guidelines and development standards for new development within a specific parcel or parcels of lands.

Critique: A drawback is that jurisdictions may not desire to establish area plan and or specific plan requirements that require additional support staff for compliance purposes.

Limiting Risk through Acquisition

Easements

Definition: The owner of an easement has one or more of the rights in a property, leaving the rest of the "bundle" in the hands of the land owner. Easements either grant an affirmative right to use property, such as right of access, or restrict the land owner's right to use the property in a particular way. Local governments can prevent development by purchasing a negative easement against building.

Critique: Easements that prevent development may be nearly as expensive to acquire as fee simple rights. Many local governments also prefer to own land in fee simple because easements must be policed. Many local governments offer to lower the tax burden for properties that cannot be developed due to an easement. As a result, the local government would see

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its property tax rolls decrease with each donation. Easements have not frequently been used for mitigation purposes.

Implementation Issues: Easements can be written either to allow public access or to prohibit it. Easements are flexible, in that they can be treated to apply to only some portions of a property. They must be clear about the restrictions placed on the property. They should also allow inspection by public officials to ensure compliance with the easement provisions. An administrative process for policing easements should be established.

Purchase of Development Rights (PDR)

Definition: Purchase of a PDR is similar to acquiring a negative easement against development. Local governments can use this technique as an alternative to fee simple purchase or easements when the only purpose is to prevent development.

Critique: The PDR may not be significantly less expensive than fee simple acquisition. By owning development rights, the local government assumes a very high level of control over property without being responsible for its maintenance. However, the local government does lose money in making the purchase and subsequently reducing tax burden on the property. PDR may not be cost-effective because the development rights may be very expensive.

Implementation Issues: PDR is particularly suited to land that is being used for open space and/or agriculture, where the current use is compatible with flood hazard-mitigation goals. In this case, PDR can prevent the land from changing into a higher-risk use. PDR is generally implemented through a formal program that sets criteria for prioritizing purchases. Such a program might give preference to the purchase of development rights in hazard-prone areas. Some communities find it helpful to “lease” the development rights for a certain period of time (until a purchase can be made) rather than purchasing them outright.

Transfer of Development Rights (TDR)

Definition: Like PDR, TDR programs treat development as a commodity separate from the land itself. The local government first awards each property owner in the sending area a set of development rights based on the value of acreage of land. The sending area contains land the local authority seeks to protect. The local government then establishes a receiving area for these rights that is a preferred site for development. Landowners in the sending area are typically prohibited from developing their land; however, they can

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sell their rights to developers in the receiving areas. Developers who acquire development rights can build to higher densities than would otherwise be permissible.

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Critique: TDR is a complex system, which is difficult for planning staff to implement and for land owners to understand and accept. It is frequently unpopular with residents in the receiving zone, who are subject to development that exceeds the apparent zoning limits. Most importantly, a region must have a significant amount of development pressure to make the rights marketable.

Implementation Issues: TDR could be used for mitigation purposes by delineating high risk flood hazard-prone areas as sending zones. The development rights for parcels within this zone would be targeted at a receiving zone located outside the hazard area. In jurisdictions with limited available space, the program could be aimed at redevelopment rather than new development.

Advanced Site Acquisition and Land Banking

Definition: This technique involves the purchase of land by the government for future public facilities or for resale to the private sector. The goal is to influence the character and/or timing of growth.

Critique: Private landowners may have several objections: first, the public sector, rather than private land owners, receives the benefits of increases in the property value between the purchase and development. Second, the value of the land outside the land bank may be reduced because the local government may sell land below market prices. This technique requires a high level of expertise on the part of the planning staff.

Implementation Issues: County and regional governments may be the most appropriate users of this technique, since land markets are often regional and therefore beyond the power of local jurisdictions.

Purchase Sellback/Leaseback

Definition: A jurisdiction can control the use of its land by selling or leasing it to the private sector with restrictions, covenants, or negative easements. This approach allows the jurisdiction to maintain control of the property or prevent its development without having to actually manage it.

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Critique: Jurisdictions responsible for leasing or selling property must monitor compliance with the terms of the contract, which is probably less of a burden than maintaining the property. If the jurisdiction sells a property with restrictions, those limits must be reflected in the tax burden on the new owner. As a result, sellback may not be the most lucrative way of returning properties to the tax rolls.

Implementation Issues: The sellback/leaseback option allows the jurisdiction to recover some of the cost of acquisition and can be done in conjunction with acquisition, or as a condition of acquisition. Negative easements should be used to prevent development on hazard-prone property sold or leased to the private sector, since allowing intensive uses is contrary to the original intent of the public purchase.

Local authorities could use this technique, where appropriate, to permit the type of compatible land uses and activities that are more suitable. These techniques can help jurisdictions that want to retain businesses to widen their jurisdictions.

Directing Development Using Other Public Spending Measures

Capital Improvements Programming (CIP)

Definition: Capital improvement programs are timetables that define when, where, and what level of municipal services a local government will supply. Typically a part of the comprehensive or general plan, the CIP sets public spending on improvements for the ensuing five to ten years. Timetables can be effective at managing growth because it is rarely feasible for a developer to provide water, sewer, and other services without a public subsidy.

Critique: CIP is less expensive and less likely to face legal challenges than many other growth management techniques because budgeting is a recognized function of a local government. The drawback is that municipalities often ignore their own capital improvements programs. Developers are sometimes willing and able to provide infrastructure. CIP should not be a community's sole land-use policy because although it directs the location and timing of development, it does not address its type or quality.

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Implementation Issues: If a local government CIP does not extend infrastructure into under-served areas, development in those areas should be limited. The CIP budgeting structure can be used for tracking and using impact fees and exactions, which may be dedicated for mitigation purposes.

Capital improvements can be addressed more narrowly than at the community-wide scale. A focused public investment plan (FPIP) is a capital improvement plan for a specific small area. Like a community capital improvements program, an FPIP coordinates public investments in water, sewer, streets, schools, and parks.

Service Areas

Definition: Local governments, under their taxing authority, can designate areas that will receive services and ones that will not, and tax the former at a higher rate. Local governments could use this technique to provide differing levels of services to higher and lower risk areas.

Critique: Ironically, under-served areas may be more attractive to residents because of their lower tax rate. This would run counter to the intent of a program that limits services in hazard-prone areas. This technique may face uniform taxation legal challenges under the uniformity of taxation provision.

Implementation Issues: This technique should be used in conjunction with a regulatory program, such as zoning, that actively limits development in areas with lower, more appealing tax rates.

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Adequate Public Facilities (APF) Requirements (Concurrency)

Definition: These measures are designed to match the pace of new growth (which requires public spending on roads, water, and sewer services, etc.) to the community's ability to pay for infrastructure. Public services must be concurrent with the demand. "Adequate Public Facilities" is a measure of the level of municipal services that must exist when a development is completed or within a certain period afterward.

Critique: These requirements can have the effect of encouraging development in areas already served by public facilities. This may lead to higher densities in developed, hazard-prone areas. On the other hand, it may shift development to hazard-prone areas with lower service requirements.

Development timing measures such as these must have the support of the community or they are likely to be ignored. Development timing has been challenged in court in states where local government is limited to powers specifically granted by the state. Within city limits, a municipality may be required to provide the same service to everyone. Foreclosing on private provision of facilities by, for example, limiting septic permits may be legally problematic.

Implementation Issues: Communities should be aware that these programs can redirect development into unexpected places. Jurisdictions should be especially careful when promising or extending services outside their jurisdictional boundaries that they do not provide services to hazard-prone areas. Creating an urban service district may help define where these services will and will not be provided. Clarifying the long-term development expectations this way may help shift the direction of development toward more acceptable locations.

APF programs can also require that an adequate degree of mitigation is provided for new development. APF or concurrency requirements are often written into comprehensive plans as a means of timing development.

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Marginal Cost Pricing

Definition: Under this system, new development is responsible for the incremental cost of the service needs it creates. This is opposed to average cost pricing, which refers to charging everyone the same price regardless of any difference in real cost. Average cost pricing makes it less expensive to develop further from existing services because new development shares the cost with higher density, more central development.

Critique: True marginal costs can be very difficult to estimate on a case-by-case basis. This may lead some jurisdictions to create price districts rather than pricing each development. Problems will arise at the district borders when property owners (understandably) ask why they have to pay more than their next-door neighbor.

Implementation Issues: Marginal cost pricing is best used to contain development within a given area. This technique is most effective when existing development is already concentrated, preferably in a hazard-resilient location. It can be used to make development that sprawls onto hazard-prone areas pay higher cost.

Limiting Government Expenditures in High-Hazard Areas

Definition: Regional and local governments should limit their expenditures for roads and other infrastructure in high-hazard areas such as flood prone areas. This technique will discourage development in these areas, which can greatly reduce disaster-related damage and recovery costs. Government facilities, especially those housing emergency services, should not be located within floodprone areas. By avoiding these areas, jurisdictions can help ensure these facilities will function during and in the immediate aftermath of an emergency. They can also reduce the cost of post-disaster repairs of public structures, or retrofitting.

Critique: Restricting public services will not be popular with property owners who require public services in order to develop their land. Local governments may feel obligated to limit the geographic scope of the program to make it more acceptable politically. Local governments may also count on receiving federal support to rebuild non-critical public facilities in the event of an accident impacting those facilities, and therefore have little reason to spend their own funds on protecting them. Relocating these structures in advance may have little effect on the overall pattern of development.

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Implementation Issues: To be effective, expenditure limitations should be used in tandem with other land-use programs and tax policies to discourage incompatible development in hazard-prone areas. Local governments should make sure that policies present a consistent measure of opposition to development in unwanted locations. All high-hazard areas must be specifically identified and mapped.

Directing Development with Taxes and Incentives

Special Assessment Districts

Definition: Special assessment districts apply to property owners who directly benefit from a specific public improvement. These owners of both new and existing development in the district are charged a fee that is proportional to the benefits received from the improvement.

Critique: This technique shifts the financial burden for improvements from the general public to those directly benefiting. The revenues are more predictable than sources that depend on development cycles, which make it easier to issue bonds for the improvement. Since this is not a tax, special assessment districts are free from constitutional requirements requiring uniformity, equality, and double taxation. However, communities should be prepared for the cost estimates on which any assessment is based.

Implementation Issues: There are a number of ways to apply this technique, from temporary assessment that raises revenue for a specific improvement to indefinite assessment that funds independent, special purpose governmental entities. The former could be used to fund specific projects, while the later can be used to establish a regional management organization. These charges may or may not have the effect of discouraging development in the assessment district. However, they do transfer some of the cost of doing business in a hazard-prone area to those who choose to do so.

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Impact Fees and System Development Charges

Definition: Impact fees require new development to share in the financial burden that their arrival imposes on a jurisdiction. These assessments are typically one-time, up-front charges (although some jurisdictions allow payments over time) against new development to pay for offsite improvements. The fees can also be set up to allow new development to buy into existing services with excess capacity. Impact fees are typically based on ratios that show what services the average new use or activity will require.

Critique: Impact fees can be applied to a wider variety of services than either exactions or special assessment districts. Unlike land dedications, these can be payments that cover the full costs of needed improvements. They are typically used in place of negotiated exactions because they take less time and are more predictable and equitable. Impact fees do not help with maintenance costs.

Studies show that local governments have little interest in assessing hazard-zone impact fees, even when public facilities are damaged in the course of serving hazard-prone areas. Communities have preferred to insure against losses than to pass the cost of service along to developers.

Implementation Issues: Every impact fee must meet a three part legal test. First, the need for improvements funded by the fee must be created by the new development. Second, the amount charged the new development must be proportionate to the cost of its use. Third, all revenues must be spent in proximity to the new development and within a reasonable period of time. If any of these conditions are not met, the community may face legal action. Communities should have a comprehensive plan and capital improvements program in place to defend their use of impact fees or exactions.

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Development Impact Tax and Improvement Tax

Definition: These are taxes on new construction, including alterations to existing structures, usually paid while applying for a building permit. Unlike an impact fee, this charge does not need to be in proportion to the cost of improvements, and there are fewer restrictions on how the revenues can be spent.

Implementation Issues: Because these funds are collected on new development, they should be used to mitigate the impact of that development.

Developer Exactions

Definition: Unlike impact fees, which are a use-based charge, exactions are direct private investments in the public infrastructure needs created by new development. Exactions can take the form of onsite or offsite improvements, land dedication, or grants to the community. Unlike impact fees, exactions are negotiated on a case-by-case basis. They are often a condition for development approval.

Critique: There must be a rough proportionality between the impact of development and the negotiated exaction. Negotiated exactions can be very specific, but they also create problems: they usually reflect the needs of individual developments and not the community as a whole; they are not predictable far in advance; particular conditions of a project or the bargaining ability of the negotiators may make some exactions appear inequitable, small developments may not be subject to the same kind or degree of exactions as large ones, even though they can have the same or greater cumulative effect; and exactions do not cover maintenance costs. Land dedication, a common form of exaction, does not pay for improvements.

Implementation Issues: Communities should be explicit about the importance of mitigation efforts when negotiating exactions. Land dedications are generally a preferable form of exaction because they have a close proportional relationship to the development. Unfortunately, dedications of open space may not be an appropriate mechanism for mitigation since a lower intensity use may be less compatible than a low-employee density, high-intensity industrial use.

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Tax Abatements, Subsidies, Low-Interest Loans, and Other Incentives

Definition: Incentives (such as tax abatements and low-interest loans) can be used to encourage landowners and developers to integrate mitigation into the process of building new developments or retrofitting existing properties.

Implementation Issues: These tools can be especially effective at encouraging the mitigation of existing structures. These techniques may be appropriate mitigation tools if utilized as an economic development strategy to attract compatible development to the area.

Appendix C: Sample Monitoring Plan

DEVELOPMENT MONITORING PROGRAM

Purpose

These Development Monitoring Program and procedures are intended to provide the City with an accurate record of the type, size, status and timing of various development projects within Bisbee and a systematic method for assessing the impacts of these development proposals on the City's infrastructure. This, in turn, will allow proper advance planning by the City staff in terms of design of infrastructure improvements and capital financing.

The monitoring program and associated data base will also assist the City ensure that a degree of development flexibility can be exercised as the *City of Bisbee General Plan 2003* is implemented, but that overall density can still be maintained.

Scope of the Monitoring Program

The following infrastructure systems are included in the monitoring program:

- (1) Traffic and roadway facilities
- (2) Water and sewer facilities
- (3) Storm drainage systems

Development monitoring questionnaires have been prepared for each of the above topics and are included as Tables C-1 through C-4 in this section.

Specifically, the monitoring program will address the following infrastructure information:

Traffic

- (1) Traffic demands and roadway requirements associated with development proposals within planning and growth areas, which will include traffic forecasts resulting from completed development, as well as forecast traffic for those projects which have been approved but not constructed.
- (2) Timing of roadway improvements based upon a given level of development in the project area.
- (3) Signalization needs at key intersections.

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Water and Sewer

- (1) Cumulative water and sewer demand in system prior to requests for development review, including demands from projects approved but not yet constructed.
- (2) Water and sewer demand for the development proposal in question based on standardized generation factors.
- (3) New cumulative water and sewer demand, including the development being considered along with assessments for system improvements to accommodate total demands.

Drainage

- (1) Cumulative existing water run-off at the boundaries of the project area, prior to consideration of individual development proposals.
- (2) Cumulative water run-off at project boundaries considering the latest development increment being reviewed, as well as all other previously approved development projects, completed or not, to establish the theoretical maximum outflow of any one concentration point.

Program Input Requirements

The monitoring program requires the input of accurate development-related information in order to provide a credible database and deliver accurate forecasts. This data, to be collected as part of the monitoring questionnaires, includes:

- (1) Project location within the City.
- (2) Existing land use data for the project location.
- (3) Proposed land use type and density/intensity.
- (4) Daily trip generation rates, AM and PM peak hour trips for adjacent street source (traffic portion only).
- (5) Identification of drainage areas affected by the proposed project and estimate of both existing (pre-project) 100-year storm run-off and with construction of the project (drainage portion only).
- (6) Estimated water consumption and sewage generation rates as a result of the project in question (water and sewer only).

In each instance, applicants are required to use standardized City generation rates for traffic, water and sewer usage and water run-off unless alternative arrangements are made with the City Public Works' Director.

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Program Outputs

The following types of output can be achieved from the monitoring program.

- (1) Traffic demand forecasts, including a summary for background (existing) traffic plus approved development traffic plus proposed project traffic. The forecast demand volumes can be summarized by traffic component, such as increase in City-wide traffic, increase in regional through traffic and City traffic. Results of this output function can be compared with base traffic demand forecasts (background traffic plus approved development traffic) to determine specific impacts resulting from development of proposed projects.
- (2) Roadway improvement phasing summaries and estimates regarding the level of remaining development which could occur prior to the need for additional improvements.
- (3) Signalization needs.
- (4) Estimated water and sewer demand for all linkages and key facilities in the City's water and sewer system.
- (5) Storm water run-off estimates for each drainage basin comprising the project area and impacts on major surface and subsurface drainage facilities.

Cycle of Activity

The following general cycle of activity described the proposed day-to-day functioning of the monitoring program.

- (1) The City Community Development Department will distribute monitoring packets to potential development applicants consisting of:
 - ❖ Blank monitoring questionnaires (traffic, water, sewer, drainage).
 - ❖ Instruction forms, including standardized infrastructure generation rates.
- (2) Completed questionnaires are returned to the Planning Department along with development plan submittals. This is the "input" phase of the monitoring process. The City Council will establish a processing fee, by resolution, to recover costs.
- (3) Information contained in the questionnaires are reviewed and evaluated by City staff. City staff inputs this data into the various computer models (traffic, water, sewer, drainage).
- (4) Results of the modeling runs are reviewed by City staff to determine the type and level of infrastructure improvements that are needed to accommodate development caused by background conditions plus previously approved projects plus development. Appropriate conditions of approval are placed on approval of development project.
- (5) If project is approved, impact information is added to the base conditions of the various infrastructure models.

Appendix C: Sample Monitoring Plan

TABLE C-1 General Plan Monitoring Program Traffic Analysis Questionnaire

Please complete the following questions regarding the proposed project. This questionnaire must be submitted to the City Community Development Department along with a copy of any required traffic impact analysis for the proposed project.

1. Project Name: _____
2. City File No. (Tentative Parcel Number, Specific Plan, etc.) _____
3. Project Location and Size (include a detailed description of the location and boundaries of the project site, including assessor parcel numbers, if available and major abutting streets):

Traffic Analysis Zone (City Zone):

4. Land Uses – Provide a summary of the proposed land uses, unit of measure (dwelling units, units, acres, etc.), and amount of each use. For residential uses, provide density classification. For commercial uses, please be as specific as possible regarding proposed land uses comprising the commercial site (i.e., specialty retail, restaurants, etc.).

<u>Land Use</u>	<u>Unit</u>	<u>Amount</u>

Appendix C: Sample Monitoring Plan

5. Provide project trip generation by land use. Use the approved trip generation rates provided by the City.

Total Project:

If necessary, attach additional sheets to answer the above questions.

Appendix C: Sample Monitoring Plan

TABLE C-2 General Plan Monitoring Program Water Analysis Questionnaire

Please complete the following questions regarding the proposed project in relationship to usage of water. The completed questionnaire must be submitted to the City Community Development Department along with any supporting material from the Arizona Water Company or any other supplier of potable water.

1. Project Name: _____
2. City File No. (Tentative Parcel Number, Specific Plan, etc.). _____

3. Project Location and Size (include a detailed description of the location and boundaries of the project site, including assessor parcel numbers, if available and major abutting streets):

4. Land Uses – Provide a summary of the proposed land uses, unit of measure (dwelling units, units, acres, etc.), and amount of each use. For residential uses, provide density classification. For commercial uses, please be as specific as possible regarding proposed land uses comprising the commercial site (i.e., specialty retail, restaurants, etc.).

<u>Land Use</u>	<u>Unit</u>	<u>Amount</u>
-----------------	-------------	---------------

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Appendix C: Sample Monitoring Plan

5. Calculate estimated water demand by land use type. Use water demand factors provided by the City. Attach additional sheets if necessary.

<u>Land Use</u>	<u>Unit</u>	<u>Est. Water Demand</u>

Total Project:

6. Describe any additional characteristics of the project, which may influence or affect water demand for the project (i.e., special water conservation measures, etc.).

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TABLE C-3 General Plan Monitoring Program Drainage Analysis Questionnaire

Please complete the following questions regarding the proposed project in relationship to usage of water. The completed questionnaire must be submitted to the City Planning Department along with any supporting material.

1. Project Name: _____
2. City File No. (Tentative Parcel Number, Specific Plan, etc.). _____

3. Project Location and Size (include a detailed description of the location and boundaries of the project site, including assessor parcel numbers, if available and major abutting streets):

4. Indicate the drainage area or areas in which the project is located.

Appendix C: Sample Monitoring Plan

5. Describe existing uses located on the project area and give the best estimate of the length of time this condition has existed. Also estimate amount of impervious (i.e., paved, asphalted or concrete) existing within the project boundary:

6. Provide a summary of proposed land uses, unit of measure (dwelling units, square footage, acreage, etc.) and amount of each type of land use.

<u>Land Use</u>	<u>Unit</u>	<u>Amount</u>
<hr/>		
<hr/>		
<hr/>		
<hr/>		

7. Calculate estimated 100-year water run-off for the proposed development area for existing conditions. Impervious area includes building area, concrete or asphalt paved areas and other covered structures such as patio covers, garages, etc. Pervious areas include orchards, lawns, gardens and natural, undeveloped area:

a. Pervious area (acres):	<hr/>
b. Pervious area run-off in cfs (1.3 X line a):	<hr/>
c. Impervious area (acres)	<hr/>
d. Impervious area run-off cfs (2.6 X line c):	<hr/>
e. Total area (acres) (line a + line c):	<hr/>
f. Total estimated run-off (line b + line d):	<hr/>

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8. Calculate estimated 100-year water run-off from the proposed development project. Pervious and impervious covers are as described in Question 7. Please use standard City coverage values for different types of land uses:

- a. Pervious area (acres): _____
- b. Pervious area run-off in cfs
(1.3 X line a): _____
- c. Impervious area
(acres) _____
- d. Impervious area run-off cfs
(2.6 X line c): _____
- e. Total area (acres)
(line a + line c): _____
- f. Total estimated run-off
(line b + line d): _____

9. Describe any additional characteristics of the proposed project which may influence or affect estimated water run-off (i.e., construction of detention or retention ponds, etc.):

Appendix C: Sample Monitoring Plan

TABLE C-4 General Plan Monitoring Program Sewage Analysis Questionnaire

Please complete the following questions regarding the proposed project in relationship to usage of water. The completed questionnaire must be submitted to the City Planning Department along with any supporting material.

1. Project Name: _____
2. City File No. (Tentative Parcel Number, Specific Plan, etc.). _____

3. Project Location and Size (include a detailed description of the location and boundaries of the project site, including assessor parcel numbers, if available and major abutting streets):

4. Land Uses – Provide a summary of the proposed land uses, unit of measure (dwelling units, units, acres, etc.), and amount of each use. For residential uses, provide density classification. For commercial uses, please be as specific as possible regarding proposed land uses comprising the commercial site (i.e., specialty retail, restaurants, etc.).

<u>Land Use</u>	<u>Unit</u>	<u>Amount</u>
-----------------	-------------	---------------

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Appendix C: Sample Monitoring Plan

5. Calculate estimated water demand by land use type. Use water demand factors provided by the City. Attach additional sheets if necessary.

<u>Land Use</u>	<u>Unit</u>	<u>Est. Water Demand</u>
Total Project:		

City of Bisbee General Plan 2003

Volume II: Implementation



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City of Bisbee General Plan 2003 *Bisbee, Arizona*

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- ❖ Richard Cooksley, City of Bisbee Transit Services Committee
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- ❖ Russell B. McConnell, Director, City of Bisbee Public Works
- ❖ Boyd Nichol, Chair, Design Review Board/President, Bisbee Chamber of Commerce
- ❖ Paul McDonalds, Superintendent, Bisbee Unified School District
- ❖ James Vlahovich, Director, Cochise County Planning and Zoning Department
- ❖ Tom Weiskopf, Phelps Dodge Corporation Copper Queen Branch
- ❖ Robert G. Yandow, City of Bisbee City Manager

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THE CITY OF BISBEE GENERAL PLAN

The City of Bisbee (the “City”) General Plan provides overall direction to the City’s Mayor and Council regarding future growth and facilitates the preparation of redevelopment, historic preservation, strategic, specific, subdivision, neighborhood, area, and development plans.

The Data and Analysis Volume of the City’s General Plan serves as foundation for the formulation of goals, policies, and implementation strategies presented in this volume of the City’s General Plan.

The City’s General Plan constitutes a land use policy statement based on community input, prevailing and anticipated needs, growth patterns and development trends, analysis of opportunities and constraints, and accepted planning practices.

HOW TO USE THIS DOCUMENT

Volume I, Data and Analysis, of the City’s General Plan 2003 includes an analysis of existing land uses, describes the physical characteristics of land and its suitability for development, identifies opportunities and constraints, assesses current infrastructure supporting development, provides an existing and future land use needs analysis, assesses the impact of adjacent land on future planning, and identifies land acquisition and mitigation strategies.

Volume II, Implementation, of the City’s General Plan Update 2003 includes development precepts, land use plan, and broad policy for growth management.

This volume of the City’s General Plan must be consulted prior to initiating a submittal for proposed development. Proposed development within the City must conform to the Implementation volume of the City’s General Plan 2003.

ROLE AND PURPOSE OF THE GENERAL PLAN

In 1973, the Arizona Legislature passed the *Environment Management Act* which formalized planning in Arizona and required municipalities to adopt comprehensive, long-range general plans to guide the physical development of communities. In 1998, the Arizona Legislature passed the *Growing Smarter Act* and in 2000 the *Growing Smarter Plus Act*, which broadened the planning requirements for municipalities and counties.

The City developed its General Plan in the mid 1980's. An update process began in 1995, which resulted in the City's 1996-2006 General Plan Update. In order to reflect changes in the community, both physically and conceptually, it is necessary to periodically evaluate and update the City's General Plan.

The purpose of developing a plan is to focus on a comprehensive process that determines the best possible future for the community. The primary purpose of the City's General Plan is to enhance the City's character and increase its livability to ensure that future growth proceeds in a manner consistent with the vision of the community. The vision, goals, policies, implementation strategies, and map series included in the Implementation Volume of the City's General Plan are intended to provide guidance for future decisions related to land use, transportation/circulation infrastructure, and other related issues.

The City's General Plan serves as a guide for appointed and elected City officials in evaluating proposals for development, in scheduling community improvements and/or capital improvements, and in developing more specific studies. In addition, the City's General Plan provides a policy framework for the refinement of existing implementation tools and for the designation of zoning districts.

The City's General Plan is designed to be flexible and serves as the backbone for the preparation and refinement of implementation tools such as the Bisbee Zoning Ordinance, land development regulations, Historic Development Guidelines, streets and routes guidelines, development standards and design guidelines, capital improvement plans, recreation and natural resource preservation plans, transportation plans, airport plans, and flood control and stormwater management ordinances. These implementation tools should mirror the vision, goals, and policies of the City's General Plan.

PLANNING PROCESS

The interaction of factors causing the growth and development of an area requires careful planning as a prerequisite to orderly growth. The City of Bisbee General Plan 2003 planning process involves essentially six basic steps:

1. The adoption of a public participation process that outlines a fair and open process, encourages everyone to participate, addresses input of residents, encourages creative thinking about the future, facilitates community participation at all levels of the planning process, and educates the community on the nuts and bolts of the planning process.
2. The collection and analysis of pertinent data concerning the physical and socio-economic characteristics of the City, which is accomplished through the preparation of the Data and Analysis Volume of the City's General Plan. Although not a part of the City's General Plan, since it is not an adopted document with legal status, such data and analysis provides a foundation and basis for the Implementation Volume of the City's General Plan;
3. The formulation of a vision and its accompanying goals for future growth and development;
4. The articulation of measurable objectives, or desired short-term ends, that if pursued and accomplished will ultimately result in the attainment of the goal to which objectives relate;
5. The identification of policies that prescribe the course of action or the means to attain the established objectives and ultimately the established goals of the City's General Plan; and
6. The implementation of the City's General Plan is accomplished through the preparation, adoption, and enforcement of the Implementation Program contained in the Implementation Volume of the City's General Plan.

The City of Bisbee General Plan 2003 summarizes a 9-month planning process aimed at defining a vision for the City. The planning process includes an evaluation of the existing plan, community input, a visioning process, the review of existing documents and studies, and windshield surveys.

Preparation of Volume I: Data and Analysis

Through the collection of pertinent data, and its corresponding analysis, the physical, demographic, and socio-economic characteristics of the City are identified, as well as major trends and future annexation needs. Based on the resulting needs assessment, suitability for development is identified. Volume I includes the following sections.

Opportunities and Constraints

This section of the Data and Analysis Volume includes the identification of environmentally sensitive areas, topography, hydrology, and other opportunities and constraints, and results in the development of the constraints and opportunities map of the *Master Land Use Plan*.

Transportation/Circulation

This section of the Data and Analysis Volume assesses existing and future transportation/circulation infrastructure required to support existing and future land uses, and identifies opportunities for multi-modal transportation.

Infrastructure Supporting Growth

This section of the Data and Analysis Volume addresses wastewater, water, solid waste collection, utilities and other major infrastructure supporting growth.

Land Use Needs Analysis

This section of the Data and Analysis Volume assesses the current and/or immediate needs for land, including determination of acreage required to meet current needs. It also assesses future needs for land, including determination of acreage required to meet future needs. The future land use needs analysis is based on availability of vacant land, population projections, and household size.

Impact of Adjacent Use of Land on Future Planning

This section of the Data and Analysis Volume provides an inventory of land owners on adjacent lands, including federal, state, county, municipal, and privately owned lands, and existing land use inventory of adjacent lands.

Land Acquisition

This section of the *Data and Analysis* Volume identifies land acquisition mitigation strategies including land swaps and exchanges, auction purchases, and other economically feasible alternatives. In addition, this chapter provides an annexation strategy, which identifies areas viable for annexation.

Preparation of Volume II: Implementation

This volume of the *City of Bisbee General Plan 2003* includes the public participation procedures, administration, and implementation program.

Public Participation

This section of Volume II includes public participation process and procedures and outlines the vision of the City of Bisbee.

Administration

This section of Volume II describes the City's General Plan authority, administration, and evaluation processes and defines major and minor amendments.

Implementation

This section of Volume II includes goals, objectives, and policies, for the Land Use and Transportation Circulation Elements This section also includes the Implementation Program of the *City of Bisbee General Plan 2003*.

Introduction

Bibliography

The appendix contains bibliographical references utilized in the preparation of the *City of Bisbee General Plan 2003*.

Future Land Use Map

Includes the recommended Future Land Use map and provides a brief description of uses permitted within each land use category.

Zoning Districts Map

The Zoning District map as adopted by the City of Bisbee Mayor and Council.

ILLUSTRATION 1
CITY OF BISBEE GENERAL PLAN UPDATE 2003 PLANNING POCESS



HISTORY OF BISBEE

Bisbee, Arizona is located 90 miles southeast of Tucson. Bisbee is Cochise County seat. Founded in 1880, and named after Judge DeWitt Bisbee, a financial backer of the Copper Queen Mine, this Old West mining camp proved to be one of the richest mineral sites in the world, producing nearly three million ounces of gold and more than eight billion pounds of copper, not to mention the silver, lead and zinc that came from the Mule Mountains.

By the early 1900's, the Bisbee community was the largest city between St. Louis and San Francisco. It had a population of 20,000 and had become the most cultured city in the Southwest. In 1908 a fire ravaged most of Bisbee's commercial district along Main Street.

Reconstruction began immediately and by 1910 most of the historic district had been rebuilt and remains completely intact today. Activities began to slow as the mines played out and the population began to shrink; mining operations on a large scale became unprofitable in 1975.

Bisbee has since evolved into an attractive artist, holistic health center, and retirement community emphasizing monthly special events, a wide variety of general and alternative health practices, and tourism. Travelers from all over the world come to Bisbee to savor "its unique charm, an uncommon blend of creativity, friendliness, style, romance, and adventure all wrapped in the splendor of the Old West."

PHYSICAL SETTING

Bisbee is located in Cochise County, southeast Arizona, approximately four miles from the international border with the Sonoran State of Mexico. The City serves as the county seat and falls about half way between Sierra Vista and Douglas, which contain the bulk of the county's population. Bisbee is located approximately 50 miles from Interstate 10 and 90 miles southeast of Tucson. State Highways 80 and 92 meet at the center of the City. The community is in the transition area between the Arizona uplands and the Sonoran Desert.

Bisbee development started in the Mule Mountains, which are rich in copper, turquoise, and other ores. The City prospered originally because of the copper industry which also shaped the City's land uses and types of construction. Development, then, spread to the surrounding plains. The physical constraints as well as the geology and topography of the area have made the three developed sections of the City (Old Bisbee, Warren, and San Jose) somewhat isolated from each other.

The original incorporated area of the City encompassed only the Old Bisbee area. Warren and San Jose were annexed into the City. The City has not aggressively annexed areas over the years. Currently a 1000 acre annexation is in process.

Old Bisbee resembles a European hamlet more than a 1800s Old West town. Originally called the "Queen of the Copper Camps," Bisbee has a rich history from humble beginnings as a mining camp to boom town in the 1880s. Nestled in the mile high Mule Mountains of southern Arizona, Bisbee has maintained an Old World charm seldom found in the United States.

Bisbee's location in the Mule Mountains (5300Ft) of southern Arizona protect it from extreme summer heat and winter cold. Summers are noticeably cooler than in Phoenix and Tucson. Winters are crisp and short with plenty of sunshine and daytime highs often in the 60s. The air is crystal clear throughout the year. The average daily temperature during Fall/Winter (October–March) is 64 degrees. The average temperature for Spring/Summer (April–September) is 84 degrees.

With its fine lodging, dining, history, art, culture, alternative health practitioners, shopping and entertainment, Bisbee is the perfect base location for exploring a diversity of Cochise County. The Apache Wars were fought in the area. The close proximity to Mexico allows visitors to enjoy border culture. Area natural and historical attractions include: the Chiricahua National Monument, Cochise Stronghold, Camp Newell, San Pedro Riparian Conservation Preserve, Southeastern Arizona Bird Observatory, Slaughter Ranch, Ramsey Canyon Nature Preserve, Arizona Cactus Succulent Research Center, Old Bisbee, Historic Warren, Naco, Fort Huachuca, ghost town, the City of Tombstone, Montezuma Pass and the Coronado National Forest.

Legislative Framework

Arizona law requires that all cities prepare a general plan. State law also mandates a comprehensive review process incorporating a City's legislative body, the county planning agency, each contiguous community, the regional planning agency, the school district, the State Department of Commerce, and any individual requesting a written request.

In addition, the Arizona law now requires land use decisions to conform to a general plan. This requirement places a greater standard and linkage with a general plan than former 'consistency' guidelines.

All proposed 'major amendments' to a general plan must be considered at a single public hearing (during the calendar year) and must receive a 2/3 affirmative vote by the city's legislative body. If Bisbee's population increases during the next decennial census, major amendments to the City's General Plan will require public ratification of the amendments approved by the City's Council. At present, the City is not required to satisfy the public ratification requirement due to the size of its population.

Public Participation Process

The *City of Bisbee General Plan 2003* is the product of an extensive outreach effort that involved Bisbee residents, community leaders, major stakeholders, agency representatives, and other interested parties. Early in the process, the City's Mayor and Council adopted a citizen participation program to follow. This program is designed to maximize public participation in the process through steering committee meetings, open houses, mobile exhibits, and additional out-reach methods.

A steering committee was formed early in the process. Members of the Steering Committee represent diverse interests within the City. This Steering Committee or Project Action Team consists of representatives from several City departments, the City of Bisbee Chamber of Commerce, utility companies, adjacent jurisdictions and regional and state agencies

In 1999, the City of Bisbee prepared the Bisbee Strategic Plan for Economic Development. In order to provide continuity, yields harvested during the Strategic Plan planning process have been incorporated as part of the City's General Plan update public participation planning process. Combined with General Plan update public participation efforts, this strategy is instrumental in developing a "vision" for the City that is consistent with its economic development goals. The vision is an overreaching statement that defines the desired condition or state of the City in terms that are meaningful to residents, entrepreneurs, and City officials. The economic development vision for the City is included below.

"Bisbee—The High Desert Gem."

The facets of this unique gem include its diverse people, historic character, arts community, natural environment, and ideal climate.

The community promotes quality business development and financial sustainability by creatively utilizing its proximity to Mexico, technology, economic partnerships, and educational institutions to achieve community prosperity.

*Bisbee Strategic Plan for Community
Economic Development
August 1999*

Public Participation Process

A more encompassing vision that includes community ideals supporting the *City of Bisbee General Plan Land Use and Transportation/Circulation* elements' goals and based on a visioning process conducted among members of the Steering Committee is included below.

“Bisbee–The High Desert Gem”

The facets of this unique gem include its diverse people, historic character, arts community, general and alternative health care community, natural environment, ideal climate and the fact that the City continues to serve as the seat of county government.

Bisbee is a thriving place to live, work and play with a balanced mix of land uses and amenities, such as restaurants and retail shops, that support community and economic development needs; a diversity of housing that sustains a range of economic capabilities; high quality schools and quality health care and community services; an enhanced road system and state-of-the-art infrastructure; plus outstanding recreational facilities and municipal services. Bisbee's efficient multi-modal transportation system (pedestrian, bicycle, transit, rail and airport) provides accessibility to local, regional and bi-national attractions.

Bisbee is a flourishing City for commerce and business with outstanding residential neighborhoods, impressive historic districts, a blooming economy and access to pristine regional environmental areas for wildlife and bird watching.

This gem located near the U.S./Mexico border, with a small town friendliness and charm, is a great place to retire, provides continuous support to youth and senior services and activities, attracts visitors, both near and far, for business, arts, recreation, general and alternative health care and tourism opportunities.

The community promotes quality business development and financial sustainability by creatively utilizing its proximity to Mexico, technology, economic partnerships, and educational institutions to achieve community prosperity balancing existing character/identity, preservation of historic resources, healthy growth, and the efficient expenditure of its funds.

The City General Plan update is the product of a nine to twelve month process, including extensive community involvement, the engagement of all levels of government, the coordinated efforts of various City departments, and the review and support of adjacent communities, the State Department of Commerce, and the local business community.

To obtain the most from a general plan update process, a major focus needs to be placed on plan administration. This Plan Administration section is organized in the following manner:

- ❖ General Plan Implementation,
- ❖ General Plan Updates, and
- ❖ General Plan Amendments.

The purpose of this section is to define each of these components and to provide guidelines for ensuring that the City's General Plan is implemented, regularly updated and amended when necessary.

General Plan Implementation

A general plan implementation program is based upon specific community goals, objectives and resources. State legislation provides a common starting point for plan implementation. The Arizona Legislature mandates municipal planning agencies to undertake the following actions to implement a general plan:

- ❖ Adopt and implement a general plan so that it serves as a guide for orderly growth and development and as a basis for the efficient expenditure of its funds relating to the subjects of a general plan.
- ❖ Render an annual report to a city's mayor and council on the status of the plan and progress of its application.
- ❖ Promote public interest in an understanding of the general plan and the regulations relating to it.
- ❖ Consult and advise with public officials and agencies, public utility companies, residents, educational, professional, and other organizations and provide opportunities for written comment throughout the general plan planning process.
- ❖ Upon adoption of the general plan, every governmental, judicial and quasi-judicial agency or commission should provide a list of proposed plans for capital improvements or construction within or partially within the City. The agency shall list and classify all such recommendations and shall prepare a coordinated program of proposed public work for the ensuing fiscal year. Such coordinated program shall be submitted to the municipal planning agency for review and report to such agency for conformity with the adopted general plan.
- ❖ All acquisitions and dispositions of real property shall be reported to a city's planning agency to ensure conformity with the general plan and supporting plans. The planning agency shall render its report as to conformity with an adopted general plan within forty (40) days after submittal.

General Plan Implementation Program

The General Plan Implementation Program is the foundation of the plan and acknowledges State mandates. Each element of the General Plan update includes:

Implementation Measure	Lists the actions necessary to carry out each element of the General Plan.
Lead Department/Agency	Identifies the responsible City department for accomplishing that particular measure.
Projected Timeframe	Identifies and prioritizes the timeframe for the measure to be initiated.
Potential Funding Sources	Lists the potential funding source necessary to implement the plan (City staff, volunteer, or other community resources).

Roles and Responsibilities

Bisbee's City Manager appoints staff persons responsible for the City's General Plan implementation. Appointed staff should monitor the status of each implementation action throughout the year and provide a general recommended framework to the City's Planning and Zoning Commission for annually updating the General Plan Implementation Program. The City's Planning and Zoning Commission reviews staff report and provides recommendations to the Bisbee's Mayor and Council for revisions to the General Plan Implementation Program on an annual basis.

General Plan Amendments

General Plan Update

A general plan update is initiated by a city's mayor and council and includes the adoption of a new general plan or re-adoption of the city's general plan pursuant to ARS Section 9-461.06(L).

The adoption of a new general plan or re-adoption of a city's general plan shall be approved by an affirmative vote of at least two thirds of the members of the city's legislative body. Although, as noted, public ratification is not required for the City's 2003 general plan update process, public ratification may be required for future General Plan updates.

All general plan updates are subject to public participation procedures contained in the City's Public Participation Plan adopted by the Bisbee Mayor and Council pursuant to ARS Section 9-461.06(J).

A comprehensive update of a general plan must be conducted at least once every ten years. Changing conditions may warrant a comprehensive update on a more frequent basis as determined by the City's Mayor and Council.

Major Amendments

Pursuant to ARS Section 9-461.06(G), a major amendment is defined as a "substantial alteration of the municipality's land use mixture or balance as established in the municipality's existing general plan land use element." It is up to the municipality to develop criteria that meets this definition.

Major amendments to the City's General Plan may be initiated by Bisbee's Mayor and Council, or requested by the private sector, and will be considered once each year pursuant to ARS Section 9-461.06(G). Major amendment applications must be submitted within the same calendar year they are being considered and must be considered at a single public hearing. A minimum of two (2) public hearings will be scheduled before the adoption of any "general plan update" and/or "major amendment." Of these two public hearings, one will be a City Planning and Zoning Commission public hearing for review and recommendation to Bisbee's Mayor and Council, and one will be a Mayor and Council public meeting for the adoption of the "general plan update" and/or "major amendment." A major amendment can only be approved by an affirmative vote of at least two thirds of a city's legislative body and is subject to the public participation procedures, contained in the public participation plan, adopted by a city's

legislative body pursuant to ARS Section 9-461.06.update” and/or “major amendment.” A major amendment shall be approved by an affirmative vote of at least two thirds of the Mayor and Council and is subject to the public participation procedures, contained in the Public Participation Plan, adopted by the Mayor and Council pursuant to ARS 9-461.06.

Criteria for Determining Major Amendments

The following criteria must be used for determining whether a proposed amendment to the land use plan element of the City’s General Plan substantially alters the mixture or balance of land uses. A major amendment, as specified in the City’s General Plan is any proposal that meets any of the following criteria:

1. A change in residential land use designation exceeding 100 acres;
or
2. A change in non-residential land use designation exceeding 100 acres; or
3. Any development proposal that, in aggregate, includes changes in land use designations exceeding 320 acres;
4. Any residential development that generates a minimum of 50% of the total enrollment of a K-8, middle school and/or high school as determined by the City of Bisbee.

Minor Amendments

All amendments to the City’s General Plan that are not defined as “General Plan Updates” or “Major Amendments” are considered “Minor Amendments”. Minor amendments may be considered by the City’s Planning and Zoning Commission and Bisbee’s Mayor and Council at any time.

Growth Areas Component

Growth Areas and Population

Currently, the City is not required to prepare a *Growth Areas and Population Element*, as set forth in ARS Section 9-461.05.D.2, since the City's population decreased from the 1990 to the 2000 decennial Census. As stated in the vision of the community, "*Bisbee-The High-Desert Gem*," the facets of this unique gem include: diverse population, historic character, arts and alternative health care community, natural environment, and ideal climate interplaying to promote quality business development and financial sustainability by creatively utilizing the City's proximity to Mexico, technology, economic partnerships, and educational institutions to achieve community prosperity. Bisbee's uniqueness requires the establishment of planning areas that better address the specific needs of the different facets of this gem.

This section is premised on the goals and objectives set forth in the *Strategic Plan for Community and Economic Development* as well as community efforts to expand the City of Bisbee economic base and attract business to those areas suitable for development. Therefore, this section identifies planning areas particularly suitable for planned multimodal transportation and infrastructure expansion and improvements, which are designed to support a variety of land uses, including residential, office, commercial, industrial, and open space. It also identifies planning areas not suitable for additional growth that may benefit from historic preservation, restoration, redevelopment, and infrastructure upgrade efforts.

With the adoption of the North American Free Trade Agreement (NAFTA) in 1994, the states of Arizona and Sonora embarked on an effort to develop and implement a bi-national, regional economic development plan. Known as the Arizona-Sonora Project, the objective of this plan is to improve the region's competitiveness, and in doing so to expand markets for existing businesses and attract new investment to the region. The *City of Bisbee General Plan* must take into consideration projected growth resulting from this bi-national and regional approach.

As a unique community located on the U.S./Mexico border, the *City of Bisbee General Plan* considers employment oriented development currently taking place in Naco, Mexico. This element also considers highway expansion plans within the State of Sonora, Mexico and a new Port of Entry at the City of Douglas. Such plans will provide additional connectivity between Hermosillo, Mexico, Douglas, and the City of Bisbee positively impacting the economic development potential of the City and the region. The enhancement of the Bisbee Circle will provide additional visibility to visitors.

Growth Areas Component

Its proximity to the border and to Fort Huachuca, Sierra Vista and Tombstone makes the City of Bisbee a very unique place with very distinctive needs. A growth areas component solely based on the City's population estimates and projections will do a disservice to the bi-national and regional development potential of the area. Therefore, the *General Plan* growth areas component anticipates additional growth based on bi-national and regional growth indicators.

In addition, the City of Bisbee Municipal Airport provides service to the southeast Arizona general aviation community, which includes business travel, charter, sport aviation, and training, as well as private use of the light aircraft.

As a result of distinct area needs, the *City of Bisbee General Plan* Land Use and Transportation/Circulation elements should encompass policies and strategies designed to:

- ❖ Identify specific needs of each planning area;
- ❖ Provide for a rational pattern of land development;
- ❖ Make automobile, bicycle, pedestrian, transit and other multimodal transportation more efficient,
- ❖ Preserve historical character;
- ❖ Promote tourism related opportunities;
- ❖ Make infrastructure expansion more economical;
- ❖ Conserve significant natural resources and open space areas;
- ❖ Develop multimodal corridors that will serve as linear open space linking major planning areas;
- ❖ Promote the public and private construction of timely and financially sound infrastructure expansion through the use of infrastructure funding and financial planning that is coordinated with development activity;
- ❖ Take advantage of the strategic location of Bisbee within the bi-national and regional economy;
- ❖ Anticipate impact of transportation corridor expansions occurring in the state of Sonora, Mexico, which will increase highway connectivity to Bisbee.
- ❖ Work in coordination with the City of Naco, Mexico.

Growth Areas Component

The integration of distinct planning areas evolves from anticipating a broader policy framework which more fully recognizes the specific needs of the City of Bisbee. Within this framework, public investment decisions regarding infrastructure and other capital facilities, redevelopment, historic preservation, neighborhood revitalization can be pursued in citywide context which allows for greater recognition and understanding of the implications of such decisions.

This planning areas approach recognizes the dynamics and complexities of local, regional, and bi-national market forces; the choices of individuals, families and organizations; and the life cycle of structures. The underlying premise is that the different areas of the City require different strategies and policies to address challenges and to build on opportunities. These strategies seek to: prevent deterioration; foster revitalization; increase sustainability, livability, and quality of life; support infill development; and manage new growth in a financially equitable manner.

The use of the term “balance” is an essential component of the *City of Bisbee General Plan*. Community efforts to maintain a multi-faceted gem while building an economic development friendly environment are reflected in goals and policy statements. Each of these policy statements has its own political, livability, and budget implications and include:

- ❖ Promoting grassroots involvement, neighborhood revitalization, historic preservation, and redevelopment in those existing urbanized areas of the City where infrastructure constraints are not suitable for additional growth;
- ❖ Encouraging the rehabilitation and reuse of existing structures;
- ❖ Adopting Cochise County designated growth areas for the City of Bisbee as those areas suitable for development and annexation;
- ❖ Addressing the cost of providing infrastructure and facilities to serve new development, relative to the revenues received from new development;
- ❖ Outlining annexation strategies; and
- ❖ Fostering environmental preservation and protection.

Growth Areas Component

Bisbee's Planning Areas

Three major planning areas have been identified in the City of Bisbee. These are: Historic Old Bisbee, Saginaw, and Historic Warren. San Jose, and the Bisbee Municipal Airport, are identified as growth areas for Bisbee in Cochise County Comprehensive Plan. These planning and growth areas are shown on the Planning Areas map, included in the Appendix Section.

Historic Old Bisbee Planning Area

The Historic Old Bisbee planning area is nestled in the Mule Mountains and bordered by Highway 80. This planning area encompasses Tombstone Canyon, Brewery Gulch and includes Bisbee Historic District. "Historic Bisbee" is a registered National Historic District. The area contains many structures now experiencing the revitalization phase of the cycle. Old Bisbee comprises a substantial part of the economic activity of the City serving as a tourist magnet. This area contains unique architectural styles numerous historic structures, neighborhoods, and sites, which have significant value as cultural resources. Many of these buildings have undergone renovations, including historic preservation efforts. Others would need investment to spur revitalization.

In terms of sanitary sewer infrastructure, sewer pipes in Old Bisbee were originally installed in the early-1900s and much of the system is severely compromised. Due to sewer system conditions, there is a moratorium against further development of the area. It is anticipated that has sewer system improvements are completed, the area will be able to sustain additional development. In addition to sewer system conditions, the Samuel Gulch drainage system within this planning area is severely compromised and needs upgrade.

The bulk of building activity within Historic Old Bisbee planning area addresses the renovation of existing structures. Two main issues must be considered: (1) respecting the original features of the buildings, and (2) how best to relate the proposed changes to existing neighborhood styles. The City of Bisbee adopted by resolution the *Design Guidelines for the Bisbee Historic Districts* in 1991. The Arizona Planning Association awarded the Guidelines "Best Ordinance/Regulation" in the state for 1991.

"Historic Bisbee" is characterized by an interconnected stair system and numerous retaining walls holding up houses or lots. These two systems require maintenance. Clarification of ownership and condition of existing stair and retaining wall systems continues to be a major goal of the City within this area.

Growth Areas Component

Whether arriving from the north through Mule Tunnel or coming from the south past the Lavender Pit Mine, Old Bisbee is a special place with a character of its own. Houses cling to the sides of hills and canyons, reminding visitors of their origins as homes for the copper miners who sought any available space to build. Many of these homes are still only reached by the public staircases that crisscross the hillsides. Roads meander through the canyons much like the mule trails they replaced, defying any attempt to ever form the grid-like pattern of many cities. Downtown remains the business and social center of Old Bisbee. It is rich with architectural landmarks, public spaces and wonderful views that have survived a century of change.

Recognizing the significance of Old Bisbee and the necessity of preserving it, the City Council created the local Bisbee Historic Register District in 1972 and the design review process. In 1980 the downtown commercial and surrounding residential areas were designated as a National Register Historic District.

Land uses within the Old Bisbee Planning Area consist primarily of small retail and service-oriented commercial such as hotels, restaurants, art galleries, banks, few offices, and residential neighborhoods. Redevelopment, renovation, infill development and preservation are the primary development activities within this planning area.

A substantial amount of the economic activity of the City has historically taken place within Old Bisbee. While this area remains a vital and desirable place to live, the potential for new residential development, on currently vacant land, is limited. This area is projected to retain its character as the City's historic Central Business District and remain a major government, employment, arts and tourist oriented center.

Growth Areas Component

Saginaw Planning Area

The Saginaw neighborhood is located northwest of the Bisbee Historic Downtown along Highway 80. The community is primarily a residential neighborhood bound in the south by Highway 80, in the southeast by Old Douglas Road, and in the east, west and north by Phelps-Dodge property. The Saginaw Townsite is located in Township 23 South, Range 24 East, and Section 14. The entire neighborhood is within Census Tract 11 and encompasses blocks 1005, and 1014 to 1023 within this Census Tract.

With the coming of the railroads in the 1880's, the grid pattern of architecture was established. This pattern is characterized by parallel and perpendicular streets. The neighborhood was moved from its original site in order to allow mining operations on its previous location.

The City of Bisbee Mayor and Council adopted the Saginaw Revitalization Plan September 17, 2002. This plan provides guidelines for neighborhood revitalization. Due to the continuous efforts of the Saginaw Neighborhood Organization, Saginaw has been awarded several grants for some of its redevelopment efforts. As a result, revitalization efforts are underway.

Warren Planning Area

The Historic Warren Planning Area encompasses Winwood, Lowell, Bakerville, Warren, Galena, Briggs, and Tintown. Historic Warren, the largest of these boroughs includes primarily residential land uses with some retail and service-oriented commercial and industrial land uses. The City of Bisbee governmental complex, which includes the offices for the Southeastern Arizona Government Organization, SEAGO, serving as the regional planning office, is located in Warren. A historic survey has been completed for this area.

New development is restricted within this planning area due to sewer deficiencies. Due to sewer system conditions, there is a moratorium against further development of the area. The primary concern within Warren is commercial and neighborhood revitalization. Neighborhood revitalization is also a primary concern at Winwood, Bakerville, Galena, Briggs, and Tintown.

The Lowell area includes the Lowell School, the historic Evergreen Cemetery, some commercial areas, and few historic buildings next to the Lavender Pit.

Growth Areas Component

Revitalization, historic preservation and restoration, general community enhancements, multi-modal transportation and connectivity are the primary needs of this planning area.

San Jose Growth Area

San Jose is identified as one of the two growth areas for Bisbee in Cochise County Comprehensive Plan. Highway 92 transverses the San Jose planning area. This area also includes smaller boroughs such as Don Luis and Huachuca Terrace along Naco Highway and encompasses one of the two growing areas of the City of Bisbee. The new San Jose Sewer Treatment facility will further enhance sewer capacity for new development to occur. Few miles away from the Naco port of entry into the United States, this planning area will benefit from a tourist oriented shuttle service connecting to “Historic Bisbee.” Highway 92 connects the City of Bisbee with Sierra Vista and Fort Huachuca employment centers.

Existing land uses within this growth area consists primarily of residential with some highway commercial along major transportation corridors such as highway 92 and Naco Highway. The most appropriate land uses for this area will continue to be residential with neighborhood and general commercial uses permitted at the intersection of major collector or arterial roads serving the residential areas, and highway commercial along major transportation corridors serving as employment centers.

This planning area will benefit from the establishment of development standards to guide new development.

Because of development at Naco, the rail port of entry could become a major transportation route to relieve some of the pressure on Nogales. Should this happen, Bisbee should be on a major route between Mexico and Interstate 10.

Due to the terrain and the current transportation system, as pointed in the Economic Development Opportunities section of the *City of Bisbee Strategic Plan for Community and Economic Development*, August 1999, Bisbee probably does not have the competitive advantages in this area compared to other communities. For this reason, Bisbee will probably be more of a “pass through”. As development of the San Jose area occurs, the community must keep an eye open for opportunities. San Jose could become a gateway to Bisbee serving as a center for business, and attracting visitors to Historic Bisbee.

Growth Areas Component

A key economic development strategy is the development of services within the San Jose planning area that complement those services offered within the Historic District planning area. To spur growth in San Jose while contributing to the revitalization of the City's historic core is the key of success. Linear park development along Highway 92 could provide visual continuity and connectivity among planning areas, removing the sense of isolation typical of the different urban satellites of the City.

The establishment of development standards to guide future development is crucial for the San Jose planning area. Manufactured home residential development within this area should follow the Manufacture Home Guidelines adopted by the City.

Bisbee Municipal Airport Growth Area

The Airport is identified as a growth area for Bisbee in Cochise County Comprehensive Plan. The Bisbee Municipal Airport functions as a General Aviation facility, providing a paved and lighted runway surface, a graded crosswind runway and 100LL aviation fuel services. The airport is Visual Flight Rules (VFR) only, with not published instrument approaches. The Bisbee Municipal Airport is included as a component of the *National Plan of Integrated Airport Systems (NPIAS)* and, as such, is eligible to receive grants under the federal *Airport Improvement Program (AIP)*.

Land use compatibility conflicts are a common problem around many airports and smaller General Aviation facilities. In urban areas, as well as some rural settings, airport owners find that essential expansion to meet the demands of airport traffic is difficult to achieve due to the nearby development of incompatible land uses.

Aircraft noise is generally a deterrent to residential development and other noise sensitive uses. The Bisbee Municipal Airport Master Plan includes 65 Ldn noise contours. In accordance with State of Arizona airport compatibility legislation, residential development should be placed outside of the 65 Ldn noise contour.

Conflicts may also exist in the protection of runway approach/departure and transition zones to assure the safety of both the flying public and the adjacent property owners. Adequate land for this use should be either owned in fee or controlled in easements, as recommended in the City of Bisbee Municipal Airport Master Plan.

Growth Areas Component

Based on noise analysis and on a review of the land use adjacent to the airport, there are presently no existing or future adjacent incompatible land uses affecting the airport, as provided in the Bisbee Municipal Airport Master Plan.

This planning area provides an opportunity for the identification of airport compatible uses that may benefit from locating near the facility, an example of an airport compatible use is the Bisbee Airpark located at the north end of the airport, which provides commercial hangers for rent or lease. Bisbee Airport has approximately 19 acres of land available for commercial development. Adequate airport facilities are an important and undeniable factor in the consideration of site selection by new industry and commerce, and are a positive influence on tourism and the general economic health of the area.

The airport has a current and approved master development plan from the City of Bisbee and the Arizona Department of Transportation. This planning area deserves careful attention as it may be enhanced through Federal Aviation Administration (FAA) and ADOT grants. As provided in the Bisbee Action Plan outlined in the *Bisbee Strategic Plan for Community and Economic Development*, the City of Bisbee, the Airport Board, SEAGO, and the private sector can work together to develop commerce and tourism within the Bisbee Municipal Airport planning area. The *General Plan* land use element includes goals and policies to attract economic development to this area.

Growth Areas Component

Naco Area Plan

The Naco community is located about 100 miles southeast of Tucson, a mile south of Bisbee and thirty miles north of Cananea, Mexico, a mining community. It lies on the U.S./Mexican border and shares a common name with its Mexican neighbor, Naco, Sonora, Mexico. A port of entry to and from Mexico is located in Naco and is open 24 hours a day.

The plan area boundaries encompass an area extending from one mile north of Purdy Lane, south to the Mexican border, two miles east of Naco Highway and two miles west of Naco Highway. The area includes the Naco Townsite, the golf course, Country Club estates, some rural development along Purdy Lane, vacant land, State Land, a scattering of businesses and land owned by Phelps-Dodge. The *Naco Community Plan* has been formally adopted by the Cochise County Board of Supervisors as a specific amendment to Cochise County Comprehensive Plan.

According to Assessor's records, the Naco Townsite was established in 1907. Railroad tracks to serve growing mining operations in Mexico were laid to Naco by 1898. In 1915, Camp Newell was constructed to serve as an Army encampment during the Mexican Revolution. Numerous structures remain of this historic site. Camp Newell is currently privately owned and is in deteriorating conditions. Camp Newell is a historic site worthy of preservation.

The Naco Townsite is comprised of many historic buildings which are largely constructed of stuccoed mud adobe. Due to the gradual pace of population growth, the community retains the character of a small border town. An inventory of the historic structures is contained in the *Historic Resources Inventory of Naco Arizona* completed by the Arizona State Historic Preservation Office.

Due to the economic potential of the U.S./Mexico border and its impact to the City of Bisbee, *Steering Committee* members, including representatives from Cochise County Housing Authority and from Cochise County Planning Department, recommended to include the Naco community in short-term and long-range joint planning and economic development efforts between the City of Bisbee and Cochise County. Such partnership will be beneficial for both City and County. The discussion also included recognizing Camp Nowell. The Naco Area Plan is provided in the Appendix section and recognized as an area of vital importance to the City of Bisbee.

Growth Areas Component

Bisbee's Ultimate Growth Boundary

The City recognizes Cochise County Growth Boundary as the City's ultimate growth boundary. This approach makes the *City of Bisbee General Plan* consistent with *Cochise County Comprehensive Plan*. Proposed changes to the ultimate City growth boundary were a result of the City general plan update planning process. Such proposed changes included a review of property ownership. This process is described in Volume I: Data and Analysis. The resulting proposed growth boundary for the City is depicted in the Growth Boundary map included in the Appendix section of Volume I: Data and Analysis. Within this ultimate growth boundary, two growth areas are identified for the City. These include the Bisbee Municipal Airport and San Jose. These areas are identified in the Existing Land Use map included in the Appendix section of Volume I: Data and Analysis.

Land Use Element

Introduction

The land use element will guide the growth of the City of Bisbee in an efficient and coordinated manner, fostering a high quality environment. Land use patterns will reflect the community's desire to affect its destiny constructively. The City of Bisbee, in partnership with adjacent jurisdictions and regional agency, encourages growth in appropriate areas while sustaining the individual character of its established communities. The natural character of the region will be maintained through attention to environmental values, compatible land use, and sensitive design. This element also addresses livability, sustainability, and land use themes with respect to urban growth, historic district, residential neighborhoods, industrial, and commercial areas.

As provided in the previous chapter, new growth will be accommodated through the establishment of:

- ❖ Two growth areas as provided within the Growth Areas Component of this Plan. These growth areas are consistent with Cochise County Comprehensive Plan and include the San Jose and the Bisbee Municipal Airport growth areas.
- ❖ Goals and policies designed to address the specific needs of each growth area are provided in the implementation section.
- ❖ A diversity of land uses, including mixed-use, residential, community service nodes, recreation/open space, commercial, industrial, airport commercial, commercial corridors, will be directed to these growth areas where public services are available to serve such development.

In addition, the following strategies will ensure sustainability and livability within the City of Bisbee:

- ❖ Three major planning areas have been identified in the City of Bisbee. These are: Historic Old Bisbee, Saginaw, and Warren. San Jose and Bisbee Municipal Airport are identified as growth areas.
- ❖ Goals and policies designed to address the specific needs of each planning/growth area are provided in the implementation section.
- ❖ Establish a Monitoring Plan that provides a mechanism for monitoring infrastructure required to serve new development.

Land Use Element

- ❖ Support an aggressive annexation strategy based on growth potential and infrastructure availability. Greater integration of compatible land uses are encouraged within the designated growth areas.
- ❖ Design new commercial and high-density residential development to minimize adverse impacts and enhance urban streetscapes.
- ❖ Provide opportunities for new office, commercial, and other employment-oriented uses within the two designated growth areas at appropriate locations.
- ❖ Establish community service nodes and community-oriented commercial uses at the intersection of major arterials and/or collectors to better serve residential neighborhoods within the San Jose growth area.
- ❖ Protect and enhance the integrity and stability of established residential neighborhoods. Physical and functional separation of incompatible land uses will improve the quality of life. Preservation of neighborhoods will be considered on an equal basis with overall community needs and goals.
- ❖ Encourage the development of clean industry near the Bisbee Municipal Airport and the Naco U.S./Mexico port of entry and along major transportation corridors, such as State Highway 92.
- ❖ Minimize strip commercial development along major transportation corridors so that traffic problems and other nuisances of strip developments are prevented. As an alternative to the linear pattern of commercial development, commercial uses should be grouped together at major intersections.
- ❖ Encourage small-scale neighborhood commercial centers that provide convenience and fulfill the needs of the surrounding population. Community commercial nodes serve larger areas.

Land Use Element

Future Land Uses

The future land uses for the *City of Bisbee General Plan* include: residential single-family, residential multi-family, residential/commercial village commercial, mixed-use, airport commercial, light industrial/business park, heavy industrial, public/quasi-public, recreation/open space.

Future Land Use Designation

GOAL 1:

Direct new development to those areas which have in place, or have agreements to provide, service capacity to accommodate growth in an environmentally acceptable manner.

Objective 1-1: Designate appropriate land uses for the City of Bisbee based on existing and projected availability of public facilities to serve appropriate densities and intensities.

Policy 1-1a: The City of Bisbee Zoning Ordinance shall be based on and be consistent with the following land use classifications:

Residential Single-Family

This residential land use encompasses all single-family uses. Densities within this designation range from zero to six units per acre. Consideration for fire stations, schools, parks and other basic community services must be addressed as these areas developed. Areas designated Residential Single-Family in the Future Land Use map include existing uses and developable areas, which are more suitable for this use.

Land Use Element

Residential Multi-Family

All uses associated with multi-family designation are included in this category, and include: town homes, condominiums, duplexes, fourplexes, elderly housing projects, and apartment developments. The range of densities for the Bisbee area will be provided in the Zoning District breakdown of the Zoning Ordinance.

Commercial

This land use designation includes all types of commercial activity. The commercial land use designation includes a broad range of retail, services, and entertainment activities. Commercial land uses shown in the Future Land Use map represent existing as well as future uses. Levels of intensity of commercial uses will be delineated through specific Zoning boundaries.

Mixed-Use

The mixed-use land use designation includes limited residential, commercial, and industrial park developments. This designation primarily supports existing uses in the Old Bisbee planning area. The Mixed-Use designation is encouraged within established mixed-used areas and as a possible future land use within the San Jose Growth Area. The adoption of PUD or Specific Plan Zoning District overlays for those areas designated as future mixed-use land use is recommended for the San Jose Growth Area.

Airport Commercial

Lands designated as Airport Commercial consist of commercial and light industrial related uses compatible with the Bisbee Municipal Airport and adjacent areas. Additional requirements for this land use are provided within the Airport Goals and Policies section of this Land Use Element.

Land Use Element

Light Industrial/Business Park

This land use designation includes industrial park development that may also include certain types of businesses. Appropriate landscaped buffers and/or smooth density/intensity transitions must surround these land uses to minimize impact to adjacent areas. Parking lots with appropriate landscaped areas are required features within this use. All other types of light industrial operations, wholesale or heavy commercial uses are also appropriate within this designation. Multi-family and commercial uses are appropriate transitional uses to abut these areas.

Heavy Industrial

This land use designation separates the intense uses associated with mining or large-scale warehousing from less intense industrial uses permitted within the Light Industrial/Business Park land use designation. A buffer zone is required between heavy industrial and other uses to minimize impact to adjacent land. Heavy industrial uses are required to provide a linear park along any boundary abutting residential land.

Recreation/Open Space

This land use designation includes areas that remain in their natural state always, or for an extended period of time, or that have been developed specifically for open space. These include parks, pedestrian systems, bike routes, golf courses, nature preserves, cemeteries, slopes considered too steep to develop, and other similar uses.

Public/Quasi Public

Public land uses will be permitted within all zoning districts upon Planning and Zoning Commission recommendation and Mayor and Council Approval.

General Land Use Goals & Policies

GOAL 2:

Establish land use controls that provide a balance of land uses, provide housing diversity to sustain a range of economic capabilities, preserve and enhance existing neighborhoods, support youth and senior activities and recreation needs, promote economic development, infill development and redevelopment, appropriately manage new growth, and protect the cultural resources and natural environment to develop an economically viable community.

Objective 2-1: Promote orderly growth and efficient use of land.

Policy 2-1a: Maintain a generalized distribution of land use patterns for the City of Bisbee that:

- (a) Provides sufficient land for a variety of land uses, facilities, and services needed to serve present and future needs;
- (b) Provides housing diversity to sustain a wide diversity of economic capabilities;
- (c) Provides continued support of youth activities;
- (d) Includes ample opportunities for recreation;
- (e) Recognizes and protects the environmental and cultural heritage of the City; and
- (f) Makes sound use of the City's economic resources and cultural and natural amenities.

Policy 2-1b: Bring the Zoning Ordinance in agreement with the adopted *General Plan* as needed to provide consistency with the Future Land Use Plan map and the goals, objectives and policies of the *General Plan*.

Policy 2-1c: Update and revise the Zoning Ordinance and the Zoning District Map as needed.

Policy 2-1d: Actively enforce the Zoning Ordinance to combat blight and deterioration in all zones.

Policy 2-1e: Encourage new development where resources and facilities are in place to promote a high quality, attractive, and efficient urban form.

Policy 2-1f: Encourage an appropriate mix of land use types.

General Land Use Goals & Policies (Continued)

- Policy 2-1g:** Support redevelopment and reinvestment within established areas of the City.
- Policy 2-1h:** Establish a neighborhood organization structure for all established neighborhoods within the City to follow the footprints of Saginaw.
- Policy 2-1i:** Establish neighborhood revitalization plans for Old Bisbee, Historic Warren, and Lowell, and area plans for the Airport and San Jose growth areas.
- Policy 2-1j:** Work in partnership with Cochise County to ensure that development and infrastructure located within the City of Bisbee's Growth Areas is compatible with the City of Bisbee development and utility standards.
- Policy 2-1k:** Encourage Cochise County to expand and continue improvements on facilities and other County developments within the ultimate City limits, which includes the City of Bisbee growth areas.
- Policy 2-1l:** Develop and adopt an Annexation Policy that provides appropriate criteria and strategies for the annexation of suitable lands.
- Policy 2-1m:** Consider only those areas that can meet the criteria contained within the adopted Annexation Policy as suitable for annexation, seek acquisition by donation or trade of public/private land, and/or trade or sale City owned parcels with high development potential for desirable development.
- Policy 2-1n:** Adopt land mitigation strategies that will serve as a guide for the trading and selling of appropriate City owned parcels for desirable development.
- Policy 2-1o:** Encourage infill through the rewrite of the Zoning Ordinance as needed to better meet the needs of the community.
- Policy 2-1p:** Work in partnership with Cochise County to revise Cochise County Growth Boundary for the City of Bisbee so that the ultimate City limits include the best developable land for the City's future expansion needs.

Land Use Compatibility Goals & Policies

GOAL 3:

Promote the resolution of conflicts between incompatible land uses.

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- Objective 3-1:** Adopt implementation mechanisms to promote the resolution of conflicts between incompatible land uses.
- Policy 3-1a:** Review the Cochise County Zoning Ordinance for the purpose of assuring that land use categories, designations, and definitions are compatible with the City of Bisbee Zoning Ordinance and prepare a cross-reference matrix of classifications to avoid conflicts between incompatible land uses.
- Policy 3-1b:** Investigate the use of regulatory and cost-effective financial redevelopment incentives to resolve critical land use incompatibilities throughout the City.
- Policy 3-1c:** Continue to work with County staff to minimize leap-frog developments, incompatible land uses and unplanned growth within the City's ultimate boundary and in areas adjacent to the City.

Land Use Compatibility Goals & Policies (Continued)

GOAL 4:

Prevent the creation of future incompatible land uses.

Objective 4-1: Locate high-density development in suitable areas in which they will not adversely impact lower density developments.

Policy 4-1a: Support the development of alternate forms of housing, such as attached and detached townhouses and condominiums in appropriate locations including, but not limited to, the San Jose Growth Area.

Policy 4-1b: Allow target densities for residential designations of eight units/acre or greater provided at least four of the following conditions are met:

- (a) The site is located adjacent to an arterial roadway and/or major corridor.
- (b) The site is within one mile of community-level commercial, community service node, or employment centers.
- (c) The site plan proposed for the development provides a well-designed arrangement of on-site structures and includes three or more of the following amenities: embellished architecture/landscape architecture features, which reflect the character and heritage of Bisbee; recreational amenities that substantially exceed City requirements; separation and screening between buildings so that residents enjoy privacy in their living units; preservation of natural environment; and more than 10 percent on-site usable open space, providing trail linkages and connectivity to adjacent neighborhoods.
- (d) The site provides a transition between existing or approved lower densities and non-residential uses.
- (e) Development of the site will not disrupt or negatively impact adjacent lower density land uses.
- (f) The site and proposed development comply with or promote other goals, objectives and policies of the General Plan.

Land Use Compatibility Goals & Policies (Continued)

- Policy 4-1c:** Encourage the development of multi-family housing units adjacent to community level parks and public open space areas that provide a buffer to lower density development.
- Policy 4-1d:** Encourage the development of commercial, industrial, employment related uses, and other higher intensity land uses in appropriate locations, providing a buffer or a smooth density/intensity transition to adjacent lower density uses.

Planning Areas and Growth Areas Goals and Policies

This section includes goals and policies for the planning areas and growth areas identified within the Growth Area Component section of this document.

Historic Old Bisbee Planning Area Goals & Policies

GOAL 5:

Encourage and promote retaining the small town character of this area.

- Objective 5-1:** Support enhancements within the Historic Old Bisbee Planning Area that serve Bisbee's residents, reduce automobile use and air pollution, improve delivery of public and private services, increase tourism and visitors, maintain inviting places to live, work, retire, and relax and preserve the historic and small town character of this planning area.
- Policy 5-1a:** Maintain Historic Old Bisbee's retail core as the primary regional mixed-use activity center for tourism, legal, culture, heritage, alternative health care, and historic residential neighborhoods.
- Policy 5-1b:** Encourage the protection, preservation and revitalization of historic buildings, structures, landmarks, and sites.

Historic Old Bisbee Planning Area Goals & Policies (Continued)

- Policy 5-1c:** Support upgrades to infrastructure, stair system, retention walls, sidewalks, street lighting, Mule Gulch drainage system, and parking areas that are compatible with the historic character of this planning area.
- Policy 5-1d:** Promote retail and other infill private sector development that complements and supports the existing Historic District.
- Policy 5-1e:** Provide for safe and convenient multi-modal transportation within this area.
- Policy 5-1f:** Support development and redevelopment of street level retail or other pedestrian-oriented land uses, such as galleries, restaurants, theater, and cinema within this area.
- Policy 5-1g:** Continue to use this area as the main center for the development of a diversity of arts-related, general and alternative health care, and special cultural events.
- Policy 5-1h:** Identify public-private partnerships and funding mechanisms necessary to enhance building facades and streetscapes.
- Policy 5-1i:** Support land use, transportation, circulation, and urban design improvements that will enhance the historic and cultural quality within this area and that will link this activity center with other areas of the City.
- Policy 5-1j:** Continue to replace and/or repair sidewalks on Main Street and create an ADA route up Main Street with ADOT Transportation Enhancement funds.
- Policy 5-1k:** Work with local non-profit groups such as Save our Stairs to repair stairs in Old Bisbee planning area.
- Policy 5-1l:** Work with local grassroots organizations and non-profit groups to identify funds for the restoration and repair of all sidewalk systems within old Bisbee, and incorporate ADA standards
- Policy 5-1m:** Continue conversations with ADOT regarding the utilization of ADOT Transportation Enhancement grant funds for the creation of a pedestrian mall.
- Policy 5-1n:** Work with the County and BLM to develop scenic trails for hiking in the Old Bisbee planning area.

Historic Warren Planning Area Goals & Policies

GOAL 6:

Support established residential, service, commercial, office, and governmental land uses within the Warren area while minimizing infrastructure needs and transportation demands.

Objective 6-1: Support Historic Warren as an established community area.

Policy 6-1a: Develop and adopt a neighborhood revitalization plan or an area plan for Historic Warren.

Policy 6-1b: Support commercial and residential revitalization and redevelopment projects that utilize existing residential and commercial structures.

Policy 6-1c: Utilize established public/private partnerships to promote the benefits of reduced parking needs and reduced impacts to the existing transportation network.

Policy 6-1d: Identify funding sources for needed infrastructure upgrades and for neighborhood revitalization within this area.

Policy 6-1e: Encourage the protection, preservation and revitalization of historic buildings, structures, landmarks, and sites.

San Jose Growth Area Goals & Policies

GOAL 7:

Provide sufficient residential land to support a mix of housing types and opportunities within the San Jose growth area to meet the diverse needs of persons of all income levels and ages.

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- Objective 7-1:** Provide an adequate supply and mix of developable residential land within the San Jose growth area to accommodate future housing needs.
- Policy 7-1a:** Encourage the establishment of regional service corridors, community service nodes, and community commercial service areas in proximity to residential areas in order to support nonresidential activities and minimize auto use and air pollution within this growth area.
- Policy 7-1b:** Promote increased housing density and compatible residential infill in a range of prices and housing products to accommodate changing family arrangements, market conditions, housing needs, and demographics.
- Policy 7-1c:** Encourage developments to provide a mix of residential densities and housing types, provided the overall average density meets applicable criteria.
- Policy 7-1d:** Identify ways to apply density bonuses and other development incentives for residential development or redevelopment projects that preserve significant cultural or natural features and provide enhanced open space areas.

San Jose Growth Area Goals & Policies (Continued)

GOAL 8:

Attract high-quality residential development, including mixed use, to the San Jose growth area while protecting established residential neighborhoods and supporting compatible development.

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- Objective 8-1:** Support high-quality residential developments, including mixed use, that provide for safe and convenient vehicular circulation, open space and recreational opportunities, access to public schools and services, and protect existing residential areas from incompatible land uses.
- Policy 8-1a:** Require adequate landscape buffers to protect residential neighborhoods from incompatible land uses.
- Policy 8-1b:** Require that high-density residential developments have direct access to arterial or collector streets without traversing existing or proposed lower density residential areas.
- Policy 8-1c:** Require adequate provision of open space or direct access to open space in all large-scale residential developments and, in particular, medium- and high-density multiple-family residential developments.
- Policy 8-1d:** Require new residential developments to provide bike and pedestrian trail connectivity and linkages to neighborhoods, parks, schools, public facilities and community services.
- Policy 8-1e:** Encourage the development of master planned communities where large land holdings and focused development can be designed to provide a wealth of amenities to City residents.

San Jose Growth Area Goals & Policies (Continued)

- Policy 8-1g:** Encourage infill residential development that takes advantage of existing municipal services, utilities, transportation facilities, schools and shopping areas.
- Policy 8-1h:** Work closely with the Bisbee School Board to: (1) ensure that schools have the current or potential capacity to support the increased enrollment generated by new development; (2) apply standard school formulas to determine school needs associated with new development; and (3) explore the need to identify impact fees needed to cover the fare share of school facilities expansion costs directly associated to new development.

Airport Growth Area Goals & Policies

GOAL 9:

Support and protect the long-term viability of the Bisbee Municipal Airport in conformance with the Airport Master Plan.

- Objective 9-1:** Identify mechanisms and strategies to strengthen the long-term viability of the Bisbee Municipal Airport by promoting airport compatible development within, and establishing development standards for, the Airport Growth Area.
- Policy 9-1a:** Work with the Bisbee Airport Commission and with Cochise County to establish land uses within the Airport Growth Area that are compatible with the airport and with community needs.
- Policy 9-1b:** Prepare a Master Land Use Plan for the entire Airport Growth Area that:
1. Supports airport compatible uses;
 2. Protects the long-term viability of the Airport Growth Area;
 3. Prevents future incompatible uses;
 4. Protects the needs of the community; and
 5. Respects the adjacent rural areas.
- Policy 9-1c:** Work closely with Cochise County to identify infrastructure needs and develop an appropriate circulation plan for the Airport Growth Area.

Airport Growth Area Goals & Policies (Continued)

Objective 9-2: Protect the airspace around the airport and approaches to existing and planned runways from the hazards that could affect safe and efficient operation of arriving and departing aircrafts.

Policy 9-2.a Adopt development standards for heights of future structures which could pose a potential hazard to air navigation and future runway plans.

Objective 9-3: Identify strategies and mechanisms to boost economic development and attract businesses compatible with the airport and surrounding areas.

Policy 9-3.a Identify Federal Aviation Administration funds for the acquisition of State owned lands surrounding the Bisbee Municipal Airport.

Objective 9-4: Revise the City of Bisbee Zoning Ordinance to include an Airport District.

Policy 9-4.a Update Article VI, Supplementary Districts, of the Bisbee Zoning Ordinance to include an Airport District.

Employment Related Goals & Policies

GOAL 10:

Support appropriate locations for commercial and office land uses, including infill development and redevelopment within Bisbee's growth and planning areas.

- Objective 10-1:** Support appropriate locations for commercial and office uses, including infill development and redevelopment within the established growth areas that:
- (a) Promote use and improvement of existing infrastructure;
 - (b) Meet residents' needs for goods and services in a cost-effective and equitable manner;
 - (c) Increase pedestrian activity; and
 - (d) Attract tourists and visitors.
- Policy 10-1a:** Promote a mixture of commercial, office, and residential uses along major transportation corridors within Bisbee's growth and planning areas.
- Policy 10-1b:** Support community-scaled commercial and office uses located at the intersection of arterial streets, taking into consideration traffic safety and congestion issues.
- Policy 10-1c:** Support neighborhood-related commercial and office uses accessible from adjacent neighborhoods and located at the intersection of arterial streets, arterial and collector streets, or collector streets.
- Policy 10-1d:** Support residentially-scaled neighborhood commercial and office uses along collector streets if:
- (a) The building is residentially scaled;
 - (b) The site design is pedestrian-oriented;
 - (c) The use will not generate significant auto traffic from outside the neighborhood; and
 - (d) The hours of operation are limited.

Employment Related Goals & Policies (Continued)

Policy 10-1e: Consider the expansion of commercial areas into adjoining residential areas when logical boundaries, such as existing streets or drainage ways, can be established and adjacent residential property can be appropriately screened and buffered.

High-Scale Commercial/Industrial Goals & Policies

GOAL 11:

Promote new high-scale commercial and clean industrial development that will contribute to Bisbee's overall economic vitality, environmental quality, and community livability.

Objective 11-1: Provide opportunities for high-scale commercial and light industrial/business park uses adjacent to major transportation corridors within the San Jose and the Bisbee Municipal Airport growth areas provided that proper standards are required to avoid the establishment of incompatible land uses.

Policy 11-1a: Support opportunities for high-scale commercial and light industrial/business park development in locations served by existing infrastructure when appropriate design elements and/or land use transitions can be utilized to mitigate negative impacts to adjacent less intensive land uses. New industrial proposals shall be evaluated on a case-by-case basis according to the following criteria:

- (a) Convenient access to highway, railroad or air services;
- (b) Parking areas are properly landscaped;
- (c) Parking, loading, and maneuvering requirements are met on-site;
- (d) Architectural detailing is provided in all sides of structures;
- (e) Landscaped setbacks from the front and the rear property lines are maintained.
- (f) Appropriate landscaping buffers minimize impact on adjacent lower density/intensity uses.

High-Scale Commercial/Industrial Goals & Policies (Continued)

- Policy 11-1b:** Encourage the establishment of expansion, redevelopment, and relocation incentives for clean industries that have little or no impact on the area's air quality, groundwater quality and supply, and waste disposal.

Protection of Natural Environment Goals & Policies

GOAL 12:

Promote the protection of the natural environment.

-
- Objective 12-1:** Develop and enforce land use controls that will protect the environment.
- Policy 12-1a:** Use native plants on public projects.
- Policy 12-1b:** Encourage low water usage landscaping and sensitive design for mixed use development projects.
- Policy 12-1c:** Discourage and take steps to keep development out of and environmentally sensitive areas.
- Policy 12-1d:** Encourage City residents within 200 feet of a city main to hook into the City sewer systems as required by the Environmental Protection Agency.
- Policy 12-1e:** Encourage compliance with the existing Clean Air and Clean Water Act.
- Policy 12-1f:** Continue to work with the International Boundary Water Commission on the Naco sewer ponds to assure protection of water and groundwater quality.
- Policy 12-1g:** Seek public funding to address floodplain revisions.
- Policy 12-1h:** Continued participation in the Upper San Pedro Partnership.

Protection of Natural Environment Goals & Policies (Continued)

GOAL 13:

Manage a coordinated wastewater system designed to adequately serve existing and future needs.

Objective 13-1: Manage a coordinated wastewater system in accordance with the rules and regulations of the Arizona Department of Environmental Quality.

Policy 13-1a: Continue to enhance and extend public wastewater services including collection and treatment systems to adequately serve existing and new development within the designated growth areas of the City.

Policy 13-1b: Continue to enhance and upgrade public wastewater services including collection and treatment systems to adequately serve established areas of the City such as Old Bisbee, Saginaw, Lowell, and Historic Warren.

Policy 13-1c: Establish a wastewater system monitoring plan to monitor impact of growth on existing facilities and anticipate infrastructure expansion needs.

Small Town Character Goals & Policies

GOAL 14:

Continue to encourage and promote retaining the small town character of Bisbee while providing opportunities for new harmonious growth.

-
- Objective 14-1:** Continue to identify strategies and mechanisms that will promote the small town character flavor of Bisbee while supporting new growth and expansion.
- Policy 14-1a:** Continue to develop land use patterns that encourage mixed use development, where mixed use development is appropriate and desirable.
- Policy 14-1b:** Continue to encourage the protection and preservation of historical buildings, landmarks, and sites.
- Policy 14-1c:** Continue to review and update the local Zoning Ordinance as necessary.

Annexation Goals & Policies

GOAL 15:

Continue to encourage fiscally responsible annexations.

-
- Objective 15-1:** Identify mechanisms and strategies to ensure fiscally responsible annexation.
- Policy 15-1a:** Only annex areas that are capable of being supported by the City's infrastructure within the statutory time period.
- Policy 15-1b:** Only annex areas that have adequate utilities in place or available.
- Policy 15-1c:** Complete a high quality analysis and evaluation on expanding City boundaries for future revenue prior to undertaking any annexation.
- Policy 15-1d:** Prioritize annexations within established Growth and Planning Areas.
- Policy 15-1e:** Work with Cochise County in joint Planning efforts.

Transportation/Circulation Element

Introduction

The City of Bisbee's transportation network consists of highways, streets, stairways, rail lines, a bus system, and a municipal airport. Sidewalks and bike paths are elements that need to be expanded on in the near future. Circulation in Bisbee, because of the nature in which the city is laid out as well as the majority of development having taken place prior to the automobile, needs to be analyzed carefully and unique solutions found to deal with the crucial issues of parking, movement of vehicles and pedestrian traffic.

Located in the most southeastern portion of the State of Arizona, the city is not directly served by an interstate highway through the area. However, approximately 50 miles north is the leg of Interstate-10 running east to west that connects Tucson to New Mexico. Interstate-19 running north to south is about 65 miles to the west of Bisbee. This highway connects Tucson, Arizona, to Nogales, Sonora in Mexico where it becomes Mexico's Federal Route-15. Bisbee traffic can also travel to Mexico through Naco, Arizona to Mexico's Federal Route-2, which generally runs east to west ten miles south of Naco.

General Transportation/Circulation

GOAL 1:

The City shall prepare and periodically update a Transportation Master Plan for sidewalks, stairs, bike paths, and roads.

Objective 1-1: Identify funding and prepare a Transportation Master Plan that accurately maps sidewalks, stairs, bike paths and roads.

Policy 1-1a: Identify funding to create a GIS database that:

1. Includes sidewalks, retention walls, drainage features, stairs, bike paths and roads;
2. Analyzes the datasets for their pertinence to colonias growth and support; and
3. Provide training to appropriate local personnel.

Transportation/Circulation Element

General Transportation/Circulation (Continued)

- Policy 1-1b:** Once completed, the Transportation Master Plan shall be updated periodically to reflect the most recent available data.
- Policy 1-1c:** The Transportation Master Plan shall identify needed improvements.
- Policy 1-1d:** Once adopted, the Transportation Master Plan shall be consulted by all City Departments prior to recommending development approvals.

GOAL 2:

Obtain information on Arizona Department of Transportation (ADOT) expansion plans for Highway 80 and Highway 92.

-
- Objective 2-1:** Obtain information on planned transportation improvements and/or expansion plans for Highway 80 and Highway 92.
- Policy 2-1a:** Continue the ongoing partnership with the Arizona Department of Transportation and with SEAGO, the regional agency, in order to be alerted on and fully participate in transportation improvements, expansion plans, and linear park development and/or multi-modal transportation fund availability for Highway 80 and Highway 92.

Transportation/Circulation Element

General Transportation/Circulation (Continued)

GOAL 3:

The City shall search for alternative fuel sources especially for public transit.

-
- Objective 3-1:** As a long-range effort, investigate the feasibility for the use of alternative fuel sources especially for public transit when State funding is available for such venture.

Street Goals & Policies

GOAL 4:

Collector roads shall be brought up to an appropriate basic standard.

-
- Objective 4-1:** Identify measures to bring collector roads up to an appropriate standard.
- Policy 4-1a:** The City shall develop a basic standard that is feasible for collector roads in Bisbee.
- Policy 4-1b:** Adopt road improvement standards that are compatible with County standards.
- Policy 4-1c:** Identify funding for the preparation of a Master Transportation Plan that identifies road conditions, proposed specific standards for major roads and local streets of Bisbee, funding sources, and proposes a schedule for improvements.
- Policy 4-1d:** Identify funding for local road upgrades needed within planning and growth areas.

Transportation/Circulation Element

Street Goals & Policies (Continued)

GOAL 5:

Maintain alleys to address drainage and visibility problems.

Objective 5-1: Identify measures to bring alleys up to an appropriate standard and provide safe site visibility when intercepting collector streets.

Policy 5-1a: Regularly clean debris from alleys to alleviate drainage problems, to improve the visibility of these areas, and to minimize crime.

Policy 5-1b: Identify funding sources for the establishment of an ongoing maintenance program for alleys within the City.

GOAL 6:

Establish street standards for new development.

Objective 6-1: Adopt regulations that include street standards for new development.

Policy 6-1a: Develop and adopt subdivision regulations that include street standards for new development.

Policy 6-1b: Develop Scenic Corridor policies with ADOT for Highway 80 and Highway 92.

Transportation/Circulation Element

Circulation Goals and Policies

GOAL 7:

Connect Old Bisbee, Warren and San Jose in a symbolic way.

-
- Objective 7-1:** Encourage improvements that connect Old Bisbee, Warren, and San Jose.
- Policy 7-1a:** Provide landscaped center medians on major thoroughfares where feasible.
- Policy 7-1b:** Provide continuous landscaping along major thoroughfares where feasible.
- Policy 7-1c:** Include alternate modes of transportation such as sidewalks and bike lanes along major thoroughfares where feasible.
- Policy 7-1d:** Work with ADOT on improving lighting along Highway 80 and Highway 92.
- Policy 7-1e:** Provide appropriate signage at the Bisbee Traffic Circle to direct visitors to Old Bisbee, Historic Warren, shopping areas in San Jose, and Naco Port of Entry.

Transportation/Circulation Element

Circulation Goals and Policies (Continued)

GOAL 8:

Provide for better flow of all modes of transportation throughout the City.

-
- Objective 8-1:** Encourage efficient multi-modal transportation throughout the City.
- Policy 8-1a:** Develop bicycle and pedestrian provisions along major thoroughfares and major arterials.
- Policy 8-1b:** Construct continuous sidewalks along major thoroughfares and major arterials on at least one side.
- Policy 8-1c:** Provide bicycle and pedestrian paths for Bisbee Road, and Highway 92 between Bisbee Traffic Circle and commercial areas in San Jose.
- Policy 8-1d:** Provide bicycle and pedestrian paths along the Lavender Pit to connect Old Bisbee with the Bisbee Traffic Circle.
- Policy 8-1e:** Work with ADOT and the Department of Commerce to identify funding for multi-modal transportation improvements.
- Policy 8-1f:** Work with ADOT and the Department of Commerce to identify funding for traffic flow improvement and circulation safety for all modes of transportation around the post office, bank and coffee shop in Old Bisbee planning area.

Transportation/Circulation Element

Multi-Modal Transportation Goals & Policies

GOAL 9:

Improve circulation throughout the City of Bisbee while supporting better alternatives to automobile transportation and improved roadways (landscape, lighting, and sidewalks)

-
- Objective 9-1:** Improve circulation while identifying ways to support multimodal transportation throughout the City.
- Policy 9-1a:** Improve circulation throughout the City by providing efficient, effective, convenient, accessible, and safe transportation options for travel to employment, education, tourist attractions, services and other desired destinations.
- Policy 9-1b:** Provide an integrated multimodal transportation system that offers attractive choices among modes.
- Policy 9-1c:** Provide a balance of transportation facilities and services by mode, including automobile, bicycle, pedestrian, transit, rail, and aviation.
- Policy 9-1d:** Provide more than one mode of travel in transportation improvements projects.
- Policy 9-1e:** Manage the performance of all modal systems to best mitigate traffic congestion and to attain safe operating conditions.
- Policy 9-1f:** Effectively operate and maintain transportation facilities and infrastructure.

Transportation/Circulation Element

Circulation Safety Goals & Policies

GOAL 10:

Promote circulation safety throughout the City.

-
- Objective 10-1:** Identify ways to promote circulation safety throughout the City.
- Policy 10-1a:** Support an effective, well-planned system of roadways that establishes a functional, safe, and aesthetic hierarchy of streets and incorporates multimodal access.
- Policy 10-1b:** Evaluate the City of Bisbee transportation system as needed to accommodate existing and future demands for transportation and to prevent congestion, and provide for the safe and efficient transport of people and goods.
- Policy 10-1c:** Monitor and report system demands, operating conditions, and performance for all modes.
- Policy 10-1d:** Promote safe and convenient multimodal access to places having high concentration of trips, including tourist attractions, historic areas, schools, parks, recreation areas, libraries, main shopping areas, the airport, the U.S./Mexico port of entry, and major community gateways.
- Policy 10-1e:** Support safe and efficient multimodal transportation connectivity from Bisbee Traffic Circle to major regional tourist and economic hubs such as Old Bisbee, Historic Warren, and San Jose shopping areas.
- Policy 10-1f:** Integrate vehicular circulation with neighborhoods to improve bicycle and pedestrian connectivity to key destinations, including tourist and recreation areas, adjacent services, transit facilities and schools.

Transportation/Circulation Element

Circulation Safety Goals & Policies (Continued)

Policy 10-1g: Design streets with continuous pedestrian facilities of sufficient width to provide safe accessible use and opportunities for shade and shelter. Design neighborhood streets using appropriate traffic calming techniques and street widths to sustain the quality of life in these neighborhoods.

Policy 10-1h: Provide for the planning, design, construction, and operation of transportation facilities and services to reduce accidents to the greatest extent possible.

Bicycle and Pedestrian Facilities Goals & Policies

GOAL 11:

Plan and encourage the use of safe and efficient bicycle and pedestrian facilities as a critical element of a safe and livable community to meet the transportation and recreational needs of the community.

Objective 11-1: Identify ways to promote safe and efficient bicycle and pedestrian facilities throughout the City.

Policy 11-1a: Promote bicycle travel and walking as alternate modes of transportation.

Policy 11-1b: Promote a system of bicycle facilities and sidewalks that provides a continuous, connective, safe and accessible system.

Policy 11-1c: Promote bicycle education programs to increase awareness of and adherence to laws and regulations regarding bicycle use.

Policy 11-1d: Design bicycle facilities consistently throughout the City.

Transportation/Circulation Element

Bicycle and Pedestrian Facilities Goals & Policies

- Policy 11-1e:** Require the construction of accessible pedestrian facilities with all street construction and reconstruction for all private and public development.
- Policy 11-1f:** Develop a program for the installation of pedestrian facilities in already developed urban areas where they do not currently exist.
- Policy 11-1g:** Design pedestrian facilities that are accessible, direct, safe, comfortable, aesthetically pleasing, and continuous.
- Policy 11-1h:** Identify specific pedestrian mobility and accessibility challenges and develop measures for the implementation of needed improvements.

Transportation/Circulation Element

Public Transit Goals & Policies

GOAL 12:

The City shall continue to utilize public transit as an integral part of its circulation and transportation efforts.

Objective 12-1: Continue to support public transit improvements.

Policy 12-1a: Continue to improve and expand on the existing bus system through extended hours and more frequent stops as the need arises.

Policy 12-1b: Support public transit connections to Douglas and Sierra Vista.

Policy 12-1c: Continue to encourage affordable transit as provided in the Three Year Transit Plan for the Bisbee Bus.

Policy 12-1d: Consider expanding Trolley (private) and bus system to Naco.

Policy 12-1e: Conduct a feasibility study with ADOT and apply for funding on the following year to expand local City transit (Bisbee Bus) to Naco.

Policy 12-1f: Update and revise the City of Bisbee Three Year Transit Plan as needed.

Policy 12-1g: Support the efforts of the City of Bisbee Transit Committee.

Policy 12-1h: Maximize the use of existing buses.

Policy 12-1i: Continue to pursue the purchase of buses utilizing ADOT grant funds as the need for additional buses arises.

Policy 12-1j: Explore the use of parking areas designated for public transit pick up.

Policy 12-1k: Continue to apply for ADOT grants to provide City Transit.

Policy 12-1l: Currently, the City contracts to a non-profit organization (Catholic Community Services) for the operation of the transit system. Consider moving this function to the City.

Transportation/Circulation Element

Parking Goals & Policies

GOAL 13:

Evaluate and expand parking areas within the City to serve the needs of the community and of visitors.

-
- Objective 13-1:** Maintain existing parking and expand parking areas to serve the needs of the community and of visitors.
- Policy 13-1a:** Continue to upgrade and stripe existing City parking lots to maximize parking and provide safe movement of traffic.
- Policy 13-1b:** Continue to create parking lots outside of the parking areas in conjunction with the system and or the shuttle system.
- Policy 13-1c:** Continue to purchase or exchange land to develop parking areas in those parts of the City that have the most serious needs.
- Policy 13-1d:** Prepare a parking study to identify community and visitor parking needs and identify funding for those needs.
- Policy 13-1e:** Develop and adopt parking standards for new development and for changes to non-conforming uses to adequately address parking shortages.

Transportation/Circulation Element

Airport Goals & Policies

GOAL 14:

Support the Bisbee Municipal Airport.

Objective 14-1: Continue to support airport improvements in accordance to the Airport Master Plan as funds become available.

Policy 14-1a: Continue to apply for grants for airport improvements.

Policy 14-1b: Encourage compatible development around the airport to meet the needs of the airport and the community.

Policy 14-1c: Encourage the development of a bus/airport terminal. Prior to this development, the existing bus system can be scheduled to be on an on-call basis for pick up at the airport.

Policy 14-1d: Adopt an airport compatibility component as part of the Land Use Element that :

1. Promotes airport compatible uses;
2. Prevents future airport encroachment;
3. Satisfies community needs;
4. Respects adjacent rural areas; and
5. Supports economic development.

Policy 14-1e: Work with the County to upgrade either Bisbee Junction or Purdy Lane roads, whichever feasible, to serve the Airport growth area.

Policy 14-1f: Provide a 200 foot Corridor east of Airport Road Right-of-Way as shown in the Proposed Transportation/Circulation Plan map.

Transportation/Circulation Element

Rail Goals & Policies

GOAL 15:

The City shall determine the location, ownership and condition of existing railroad facilities in the area.

-
- Objective 15-1:** Inventory railroad facilities in the area and determine feasible options available to the City.
- Policy 15-1a:** Consider the purchase of railroad right-of-way to be reused for utilities, linear parks and bicycle trails.
- Policy 15-1b:** Attract industry that would utilize remaining operable rail.
- Policy 15-1c:** Work with Phelps Dodge on their involvement with the railroad.

Transportation/Circulation Element

Stair System Goals & Policies

GOAL 16:

The City shall clarify ownership and assess the condition of all existing stair systems.

Objective 16-1: Establish an on-going inventory of stair systems that includes an ownership database, identifies feasible options available to the City to address existing conditions and maintenance needs of the existing stair system, and provides City requirements for the construction of new stair systems.

Policy 16-1a: Continue to inventory and map all stair systems.

Policy 16-1b: All new stair systems shall require a building permit.

Policy 16-1c: Continue to make an effort to bring all public stairs up to acceptable safety standards.

Policy 16-1d: Encourage privately owned stair systems to be improved by owners.

Policy 16-1e: Provide signage for publicly owned stairs.

Transportation/Circulation Element

Retaining Walls Goals & Policies

GOAL 17:

The City shall clarify ownership and assess the condition of all existing retaining walls.

-
- Objective 17-1:** Establish an on-going inventory of stair systems that includes an ownership database and identifies feasible options available to the City to address existing conditions and maintenance needs of the retaining wall system.
- Policy 17-1a:** Continue to clarify ownership and assess the condition of all existing retaining walls.
- Policy 17-1b:** Continue to inventory and map all City owned retaining walls.
- Policy 17-1c:** Revise the City Code to include retaining walls as a part of *the Uniform Code for the Abatement of Dangerous Buildings*.
- Policy 17-1d:** All retaining walls holding up a house or a lot shall be considered private responsibility subject to legal review.

Implementation Program

Growth Areas and Planning Areas

The City's General Plan includes policy guidance for promoting "infill" development within all of its planning and growth areas. Goals, objectives, and policies in the Land Use element and in the Transportation/Circulation Element provide a solid foundation upon which to base the Implementation Program. This policy direction will also guide amendments to the Zoning Ordinance for conformance with the general plan.

The Future Land Use map, provided in the Appendix section, designates appropriate land uses for the City's growth and planning areas. Because specific zoning remains unchanged, the land use designations are implemented through rezoning requests and specific plan or area plan projects. As provided in ARS Section 9-462.01(F) all rezonings must conform to the *City of Bisbee General Plan 2003*.

Area Plans

An area plan provides a more narrow geographic focus and includes specific policy direction for a defined geographic area. Examples of area plans are the Saginaw Area Plan and the Naco Area Plan.

The City's General Plan includes policy direction for the establishment of a neighborhood organization structure that will aid in the preparation and enforcement of Area Plans while providing a grassroots approach to the planning process.

Specific Plans

The Arizona Revised Statutes Section 9-461.08 provides cities with the authority to prepare specific plans "based on the general plan and drafts of such regulations, programs and legislation as may, in the judgment of the planning agency, be required for the systematic execution of the general plan." The legislation provides that specific plans may include:

- ❖ Regulation determining the location of buildings and other improvements with respect to existing rights-of-way, flood plains and public facilities;
- ❖ Regulations of the use of land, buildings and structures, the height and bulk of buildings and structures and the open space about buildings and structures;
- ❖ Measures required to ensure the execution of the general plan.

The specific plan is identified as one of the chief tools to advance the objectives of the City's General Plan. The specific plan may provide the detailed analysis, recommendations and programs necessary to address area specific issues. The appendix section of this document includes a sample specific plan.

Implementation Program

Infill Incentive Districts

Growing Smarter Plus introduced the concept of “infill incentive districts” and authorized communities to designate such areas if three (3) of the following characteristics are exhibited:

- ❖ There is a large number of vacant older or dilapidated buildings or structures;
- ❖ There is a larger number of vacant or underutilized parcels of property, obsolete, or inappropriate lot or parcel size, or environmentally contaminated sites;
- ❖ There is a large number of buildings where nuisances occur;
- ❖ There is an absence of development and investment activity compared to other areas in the City;
- ❖ There is a high occurrence of crime; and
- ❖ There is a continuing decline in population.

The City may identify and delineate these districts. State Legislation authorizes the Infill Incentive Plan to include the following tools to encourage redevelopment:

- ❖ Expedited zoning or rezoning procedures,
- ❖ Expedited processing of plans and proposals,
- ❖ Waivers of municipal fees for development activities, and
- ❖ Relief from development standards.

The City’s designated planning and growth areas contain vacant infill lots that exhibit some of the characteristics required to designate infill incentive districts.

Implementation Program

The implementation program streamlines the City’s General Plan implementation process by prioritizing policy direction as action steps to implement the goals and objectives of the City’s General Plan. The General Plan’s Implementation Program identifies: (1) implementation measures; (2) lead department/agency; (3) projected timeframe; and (4) potential funding source. The implementation program, for the Land Use and the Transportation/Circulation elements, is provided in tables A-1 to A-23.

On-going actions include essential municipal management functions, particularly those associated with Capital Improvements Program (CIP) development and review and/or activities that need to be performed in an ongoing basis. Short-term actions are particular programs, infrastructure improvements, or activities within a two-year time horizon. Long-range actions emphasize community self-sufficiency and are designed with the City’s future in mind as a small-sized municipality

Implementation Program

Land Use Element

Table A-1 provides the Implementation Program for the General Land Use Goals and Policies portion of the Land Use Element.

TABLE A-1

LAND USE ELEMENT IMPLEMENTATION PROGRAM (General Land Use)

Implementation Measure/Actions	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Bring Zoning Ordinance in agreement with the adopted General Plan as needed to provide consistency with the Future Land Use Plan Map and the goals, objectives, and policies of the City's General Plan.	Community Development Department	Short-term	<ul style="list-style-type: none">General Fund RevenuesDepartment of Commerce Grants
Update and revise the Zoning Ordinance and the Zoning District map as needed.	Community Development Department	Ongoing	<ul style="list-style-type: none">General Fund Revenues
Actively enforce the Zoning Ordinance to combat blight and deterioration in all zones.	Community Development Department/ Zoning Inspector/ Joint planning effort with the County (in areas adjacent to City corporate boundaries)	Ongoing	<ul style="list-style-type: none">General Fund Revenues
Encourage new development where resources and facilities are in place to promote a high quality, attractive, and efficient urban form.	Community Development Department/ Joint planning effort with the County	Ongoing	<ul style="list-style-type: none">General Fund Revenues

Implementation Program

TABLE A-1 (Continued)

**LAND USE ELEMENT IMPLEMENTATION PROGRAM
(General Land Use)**

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Encourage and appropriate mix of land uses.	Community Development Department/ Joint planning effort with the County	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues
Support redevelopment and reinvestment within established areas of the City.	Community Development Department	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ CDBG Grants ▪ ADOC Grants
Establish a neighborhood organization structure for all established areas of the City	Community Development Department	Short-term	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ Department of Commerce Grants
Establish neighborhood revitalization plans for Old Bisbee, Historic Warren, and Lowell, and area plans for the Airport and San Jose growth areas.	Community Development Department	Long-range	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ Department of Commerce Grants
Work in partnership with Cochise County to ensure that development and infrastructure located within the City of Bisbee's growth areas is compatible with the City of Bisbee development and utility standards	Community Development Department/ Joint planning effort with the County	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues

Implementation Program

TABLE A-1 (Continued)

LAND USE ELEMENT IMPLEMENTATION PROGRAM (General Land Use)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Encourage Cochise County to expand and continue improvements on facilities and other County developments within the City of Bisbee and within the City of Bisbee growth boundaries.	Community Development Department/ Joint planning effort with the County	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues
Develop and adopt an Annexation Policy that provides appropriate criteria and strategies for the annexation of suitable lands.	Community Development Department	Short-term	<ul style="list-style-type: none"> ▪ General Fund Revenues
Consider only those areas that can meet the criteria contained within the adopted Annexation Policy as suitable for annexation, seek acquisition by donation or trade of public/private land, and/or trade or sale City owned parcels with high development potential for desirable development.	Community Development Department/ Joint planning effort with the County	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues
Adopt land mitigation strategies that will serve as a guide for the trading and selling of appropriate City owned parcels for desirable development.	Community Development Department	Short-term	<ul style="list-style-type: none"> ▪ General Fund Revenues
Encourage infill through the rewrite of the Zoning Ordinance as needed.	Community Development Department	Short-term	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ Department of Commerce Grants

Implementation Program

TABLE A-1 (Continued)

LAND USE ELEMENT IMPLEMENTATION PROGRAM
(General Land Use)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Work in Partnership with Cochise County to revise Cochise County Growth Boundary for the City of Bisbee so that the ultimate City limits include the best developable land for the City's future expansion needs based on the Proposed Growth Boundary for Bisbee provided in the Appendix section.	Community Development Department/ Joint planning effort with the County	Short-term	<ul style="list-style-type: none">General Fund RevenuesCity/County Partnerships

Implementation Program

Table A-2 provides the Implementation Program for the Land Use Compatibility Goals and Policies portion of the Land Use Element.

TABLE A-2

LAND USE ELEMENT IMPLEMENTATION PROGRAM (Land Use Compatibility)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Prepare a cross-referenced matrix of zoning districts from the County and the City to avoid conflicts between incompatible land uses.	Community Development Department/ Joint Planning Effort with the County	Matrix is provided in the Appendix section	<ul style="list-style-type: none"> ▪ General Fund Revenues
Adopt area plans that address the specific needs of each planning area and growth area within the City and identify regulatory and cost effective financial redevelopment incentives to minimize existing land use incompatibilities within those areas.	Community Development Department	Long-term	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ ADOC grants ▪ CDBG grants
Continue to work with County staff to minimize leap-frog developments, incompatible land uses, and unplanned growth within the City's ultimate boundary and in areas adjacent to the City.	Community Development Department/ Joint Planning Effort with the County	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues
Support the development of alternate forms of housing, such as attached and detached townhouses and condominiums in appropriate locations, included but not limited to the San Jose growth area.	Community Development Department/ Design Review Board/ Joint Planning Effort with the County	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues

Implementation Program

TABLE A-2 (Continued)

LAND USE ELEMENT IMPLEMENTATION PROGRAM
(Land Use Compatibility)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Allow target densities for residential designations of eight units/acre or greater in appropriate locations provided these developments comply with Goal 4, Policy 4-1b and Policy 4-1c of the Land Use Compatibility Goals & Policies section and require that such development undergoes a Design Review Process.	Community Development Department/ Design Review Board	Ongoing	▪ General Fund Revenues
Encourage the development of commercial, industrial, employment related uses and other higher intensity land uses in appropriate locations, providing a buffer or a smooth density/intensity transition to adjacent lower density uses.	Community Development Department/ Design Review Board/ Joint Planning Effort with the County	Ongoing	▪ General Fund Revenues

Implementation Program

Table A-3 provides the Implementation Program for the Historic Old Bisbee Planning Area Goals and Policies portion of the Land Use Element.

TABLE A-3

LAND USE ELEMENT IMPLEMENTATION PROGRAM (Historic Old Bisbee Planning Area)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Adopt a revitalization plan or area plan for Historic Old Bisbee that identifies revitalization efforts needed (residential/commercial) and seek grants to revitalize and preserve historic buildings, structures and sites, improve infrastructure, and maintain the historic small town character of the area in accordance with Goal 5 and its corresponding objectives and policies. Such revitalization or area plan should support the existing Historic Design Guidelines and the Historic District Overlay and provide specific guidelines for infill development within this area.	Community Development Department/ Public Works/ Parks & Recreation/ Transportation Commission	Short-term	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ ADOC grants ▪ CDBG grants
Support upgrades to infrastructure, stair system, retention walls, sidewalks, street lighting, Mule Gulch drainage system, and parking areas that are compatible with the historic character of this planning area.	Community Development Department/ Public Works/ Parks & Recreation/ Transportation Commission	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ ADOC grants ▪ CDBG grants ▪ Colonias grants
Identify public-private partnerships such as the establishment of a Community Development Corporation to identify funding mechanisms that will provide incentives for the enhancement of building facades and streetscapes within this area.	Community Development Department/ Chamber of Commerce	Long-range	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ Rural Economic Development Initiatives (REDI) grants (ADOC)

Implementation Program

TABLE A-3 (Continued)

LAND USE ELEMENT IMPLEMENTATION PROGRAM
(Historic Old Bisbee Planning Area)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Encourage financial institutions to promote new business activity and revitalization efforts within the Historic Old Bisbee Planning Area through continued participation in programs offered by the Small Business Administration (SBA) and programs that offer better-than-market-rate interest loans.	Community Development Department/ Chamber of Commerce	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ Rural Business Enterprise Grants (ADOC) ▪ Business Retention and Expansion grants (ADOC)
Support land use, transportation, circulation, multimodal transportation, and urban design improvements within Old Bisbee that will enhance the historic and cultural quality within this area and that will link this activity center with other areas of the City through the pursuit of grants.	Community Development Department/ Public Works/ Transportation Committee	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ ADOT enhancement grants ▪ ADOT road improvement grants. ▪ Rural Business Enterprise Grants (ADOC) ▪ Business Retention and Expansion grants (ADOC)

Implementation Program

TABLE A-3 (Continued)

LAND USE ELEMENT IMPLEMENTATION PROGRAM
(Historic Old Bisbee Planning Area)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Continue to replace and/or repair sidewalks on Main Street and create an ADA route up Main Street with ADOT Transportation Enhancement Funds.	Community Development Department/ Public Works	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ ADOT Transportation Enhancement grants
Work with local non-profit groups such as Save our Stairs to repair stairs in Old Bisbee planning area.	Community Development Department/ Public Works/ Save our Stairs/ Grassroots Partnerships	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ ADOT enhancement grants ▪ Rural Business Enterprise Grants (ADOC) ▪ Business Retention and Expansion grants (ADOC) ▪ CDBG grants

Implementation Program

TABLE A-3 (Continued)

LAND USE ELEMENT IMPLEMENTATION PROGRAM
(Historic Old Bisbee Planning Area)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Work with local grassroots organizations and non-profit groups to identify funds for the restoration and repair of all sidewalk systems within old Bisbee, and incorporate ADA standards.	Community Development Department/ Public Works/ Grassroots Organizations/ Non-profit Groups	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ ADOT Transportation Enhancement grants ▪ Rural Business Enterprise Grants (ADOC) ▪ Business Retention and Expansion grants (ADOC) ▪ CDBG grants
Continue to work with ADOT regarding the utilization of ADOT Transportation Enhancement grant funds for the creation of a pedestrian mall.	Community Development Department/ Public Works/ Grassroots Organizations/ Non-profit Groups	Short-term	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ ADOT Transportation Enhancement grants

Implementation Program

Table A-4 provides the Implementation Program for the Warren Planning Area Goals and Policies portion of the Land Use Element.

TABLE A-4

LAND USE ELEMENT IMPLEMENTATION PROGRAM (Historic Warren Planning Area)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
<p>Adopt a revitalization plan or an area plan for the Historic Warren Planning Area that identifies:</p> <ul style="list-style-type: none">(1) Residential/commercial revitalization and redevelopment community enhancement projects that utilize existing residential and commercial buildings;(2) Funds to revitalize and preserve historic buildings, structures, landmarks, and sites;(3) Public/private partnerships to promote the benefits of reduced parking needs and reduced impacts to the existing transportation network through the establishment of alternative modes of transportation;(4) Funds to improve needed infrastructure upgrades;(5) Strategies and funds to improve open space and recreation improvements and to encourage connectivity;(6) Funds to preserve and maintain the historic city beautiful layout and character of the area.	Community Development Department/ Public Works/ Transportation Commission	Short-term	<ul style="list-style-type: none">▪ General Fund Revenues▪ ADOC grants▪ CDBG grants▪ Business retention and expansion grants (ADOC)

Implementation Program

Table A-5 provides the Implementation Program for the San Jose Growth Area Goals and Policies portion of the Land Use Element.

TABLE A-5

LAND USE ELEMENT IMPLEMENTATION PROGRAM (San Jose Growth Area)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Encourage the establishment of regional service corridors, community service nodes, and community commercial service areas in proximity to residential areas to support residential activities and minimize auto use and air pollution.	Community Development Department	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues
Promote increased housing density and compatible residential infill in a range of prices and housing products to accommodate changing family arrangements, market conditions, housing needs, and demographics.	Community Development Department	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues
Encourage developments to provide a mix of residential densities and housing types, provided the overall average density meets applicable criteria.	Community Development Department/	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues
Establish a density bonus/development incentive chart that will provide development incentives for residential development or redevelopment projects that preserve significant cultural or natural features and provide enhanced open space areas.	Community Development Department	Short-term	<ul style="list-style-type: none"> ▪ General Fund Revenues

Implementation Program

TABLE A-5 (Continued)

LAND USE ELEMENT IMPLEMENTATION PROGRAM (San Jose Growth Area)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Establish adequate landscape buffers to protect residential neighborhoods from higher density/intensity and/or incompatible land uses as part of the Subdivision Regulations.	Community Development Department	Short-term	<ul style="list-style-type: none"> General Fund Revenues
Require that high-density residential developments have direct access to arterial or collector roads without traversing existing or proposed lower density residential development.	Community Development Department	Ongoing	<ul style="list-style-type: none"> General Fund Revenues
Update the Zoning Ordinance as needed to require adequate provision of open space or direct access to open space in all large-scale residential development and, medium- and high- density multiple family residential development.	Community Development Department	Short-term	<ul style="list-style-type: none"> General Fund Revenues
Require new residential development to provide bicycle and pedestrian trail connectivity and linkages to neighborhoods, parks, schools, public facilities, and community services as part of the Subdivision Regulations.	Community Development Department	Short-term	<ul style="list-style-type: none"> General Fund Revenues
Encourage the preparation of Specific Plans where large land holdings and focused development can be designed to provide a wealth of amenities to City residents.	Community Development Department/	Ongoing	<ul style="list-style-type: none"> General Fund Revenues

Implementation Program

TABLE A-5 (Continued)

LAND USE ELEMENT IMPLEMENTATION PROGRAM (San Jose Growth Area)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Encourage infill residential development that takes advantage of existing municipal services, utilities, transportation facilities, schools and shopping areas.	Community Development Department	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues
<p>Work closely with the Bisbee School Board to:</p> <ul style="list-style-type: none"> (1) Ensure that schools have the current or potential capacity to support the increased enrollment generated by new development; (2) Apply standard school formulas to determine school needs associated with new development; and (3) Explore the need to identify impact fees needed to cover the fare share of school facility expansion costs directly related to new development. 	Community Development Department in partnership with Bisbee Unified School District	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues

Implementation Program

Table A-6 provides the Implementation Program for the Airport Growth Area Goals and Policies portion of the Land Use Element.

TABLE A-6

LAND USE ELEMENT IMPLEMENTATION PROGRAM (Airport Growth Area)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
<p>Work with the Bisbee Airport Commission and with Cochise County to prepare and adopt a master land use plan or area plan for the entire Bisbee Municipal Airport Growth Area that is consistent with the Airport Master Plan and that:</p> <ol style="list-style-type: none">(1) Supports airport compatible uses, prevents future incompatible land uses, and attracts compatible businesses to the area;(2) Protects the long-term viability of the Airport Growth Area;(3) Protects the needs of the community;(4) Protects approaches to existing and planned runways from encroachment;(5) Include development standards for heights of future structures which could pose a potential hazard to air navigation;(6) Boosts economic development in the region; and(7) Respects the adjacent rural areas.(8) Identifies FAA funds for the acquisition of State owned lands surrounding the Bisbee Airport.	<p>Community Development Department/ Public Works/ Joint planning effort with Cochise County and the Bisbee Airport Commission.</p>	<p>Short-term</p>	<ul style="list-style-type: none">▪ General Fund Revenues▪ CDBG grants▪ ADOC grants▪ FAA funds

Implementation Program

TABLE A-6 (Continued)

LAND USE ELEMENT IMPLEMENTATION PROGRAM
(Airport Growth Area)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Work closely with Cochise County to identify infrastructure needs and develop an appropriate circulation plan for the Airport Growth Area and conduct a feasibility study to determine which of the existing roads, Purdy Lane or Bisbee Junction should be upgraded to serve the Airport growth area.	Community Development Department/ Public Works/ Joint planning effort with Cochise County and the Bisbee Airport Commission.	Short-term	<ul style="list-style-type: none">▪ General Fund Revenues▪ CDBG grants▪ ADOC grants▪ ADOT funds
Based on the Airport Growth Area Master Land Use Plan or Area Plan update Article VI, Supplementary Districts, of the City of Bisbee Zoning Ordinance to include an Airport District as needed.	Community Development Department/ Public Works/ Joint planning effort with Cochise County and the Bisbee Airport Commission.	Long-range	<ul style="list-style-type: none">▪ General Fund Revenues▪ CDBG grants▪ ADOC grants

Implementation Program

Table A-7 provides the Implementation Program for the Employment Related Goals and Policies portion of the Land Use Element.

TABLE A-7

LAND USE ELEMENT IMPLEMENTATION PROGRAM (Employment Related)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Support commercial and office land uses, including infill development and redevelopment within Bisbee's growth and planning areas in accordance with Goal 10 and its corresponding objectives and policies.	Community Development Department	Ongoing	<ul style="list-style-type: none">▪ General Fund Revenues▪ ADOC grants▪ CDBG grants

Implementation Program

Table A-8 provides the Implementation Program for the High-Scale Commercial/Industrial Goals and Policies portion of the Land Use Element.

TABLE A-8

LAND USE ELEMENT IMPLEMENTATION PROGRAM (High-Scale Commercial/Industrial)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Adopt development standards for high-scale commercial and light industrial/business park land uses as part of the San Jose and the Airport area plans that support the location of these uses in areas served by existing infrastructure in consistency with criteria provided in Goal 11, and Policy 11-1a of the Land Use Element.	Community Development Department/ Public Works/ Transportation Commission	Short-term	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ ADOC grants ▪ CDBG grants ▪ FAA land use compatibility funds
<p>Encourage the establishment of expansion, redevelopment and relocation incentives for clean industries that have little or no impact on the area's air quality, groundwater quality and supply, and waste disposal and explore incentives and finance tools such as:</p> <p>(1) Micro-Enterprise Loan Programs that provide access to business training, assistance and loans;</p> <p>(2) Community Development Block Grant programs such as the establishment of a revolving loan that allows the applicant to apply for a low interest loan;</p> <p>(3) Small Business Development Center 504 Loan Program a fixed-asset financing program for expanding small businesses;</p> <p>(4) Small Business Administration Loan Program;</p> <p>(5) Workforce Services offering a variety of training and assistance programs</p>	Community Development Department in partnership with: Chamber of Commerce, Cochise College Center for Economic Research, Cochise County, and SEAGO	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ CDBG grants ▪ Micro-Enterprise Loan Programs ▪ Small Business Development ▪ Business retention and expansion grants (ADOC)

Implementation Program

Table A-9 provides the Implementation Program for the Protection of Natural Resources Goals and Policies portion of the Land Use Element.

TABLE A-9

LAND USE ELEMENT IMPLEMENTATION PROGRAM (Protection of Natural Resources)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Continue to promote the protection of the natural environment as provided in Goal 12 and Goal 13 of the Land Use Element	Community Development Department/ Public Works	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ ADOC grants ▪ CDBG grants ▪ ADEQ grants
Continue to work with the International Boundary Water Commission on the Naco sewer ponds to assure protection of water and groundwater quality.	Community Development Department/ Public Works in partnership with International Boundary Water Commission	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ International Boundary Water Commission funds; ▪ Colonias grants; ▪ Other available public funding
Seek public funding to address floodplain revisions.	Community Development Department/ Public Works in partnership with Cochise County and other public agencies	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ Colonias grants; ▪ USGS funds; ▪ FEMA funds

Implementation Program

TABLE A-9 (Continued)

LAND USE ELEMENT IMPLEMENTATION PROGRAM
(Protection of Natural Resources)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Continue participation in the Upper San Pedro Partnership.	Community Development Department/ In Joint Partnership with Cochise County	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ Cochise County
Continue sewer upgrades and sewer expansion in conformance with Goal 13 of the Land Use Element.	Community Development Department/ Public Works	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ Sewer System grant funds ▪ Colonias grants
Establish a wastewater system monitoring plan to monitor impact of growth on existing facilities and anticipate infrastructure expansion needs.	Community Development/ Public Works	Sample Monitoring Plan is provided in the Appendix section of Volume I: Data and Analysis	<ul style="list-style-type: none"> ▪ General Fund Revenues

Implementation Program

Table A-10 provides the Implementation Program for the Small Town Character Goals and Policies portion of the Land Use Element.

TABLE A-10

LAND USE ELEMENT IMPLEMENTATION PROGRAM (Small Town Character)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Adopt development standards as part of each planning and growth area plan that encourage and promote the small town character of Bisbee while providing opportunities for new growth.	Community Development Department	Short-term	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ CDBG grants ▪ ADOC grants ▪ Historic Preservation grants
Continue to develop land use patterns that encourage mixed use development, where mixed use development is appropriate and desirable.	Community Development Department	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues
Continue to encourage the protection and preservation of historical buildings, landmarks and sites.	Community Development Department	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ CDBG grants ▪ ADOC grants ▪ Historic Preservation grants
Continue to review and update the Zoning Ordinance as necessary for consistency with adopted area plans.	Community Development Department/ City Attorney/ City Zoning Official	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ CDBG grants ▪ ADOC grants ▪ Historic Preservation grants

Implementation Program

Table A-11 provides the Implementation Program for the Annexation Goals and Policies portion of the Land Use Element.

TABLE A-11

LAND USE ELEMENT IMPLEMENTATION PROGRAM (Annexation)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Encourage the fiscally responsible annexation of suitable lands in accordance with Goal 15 of the Land Use Element and its respective objective and policies.	Community Development Department/ City Attorney/ Joint planning effort with Cochise County.	Ongoing	▪ General Fund Revenues

Implementation Program

Transportation/Circulation Element

Table A-12 provides the Implementation Program for General Transportation/Circulation Goals and Policies portion of the Transportation/Circulation Element.

TABLE A-12

TRANSPORTATION/CIRCULATION ELEMENT IMPLEMENTATION PROGRAM (General Transportation/Circulation)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Identify funding and prepare a Transportation/Circulation Master Plan as provided in Goal 1 of the Transportation/Circulation Element and its respective objective and policies.	Community Development Department/ Public Works/ Transportation Commission/ Joint Planning with the County and SEAGO	Short-term	<ul style="list-style-type: none">▪ General Fund Revenues▪ Matching funds US Core of Engineers▪ ADOT grants▪ Colonia grants▪ ADOC grants▪ SEAGO▪ Cochise County
Continue the ongoing partnership with the ADOT and SEAGO in order to be alerted on and fully participate in transportation improvements, expansion plans, enhancement, linear park development, and/or multi-modal transportation fund availability for Highway 80 and Highway 92 in accordance with Goal 2 of the Transportation/Circulation Element.	Community Development Department/ Joint Planning with ADOT and SEAGO.	Ongoing	<ul style="list-style-type: none">▪ General Fund Revenues▪ ADOT▪ SEAGO (Regional Transportation Improvements Program)

Implementation Program

Table A-13 provides the Implementation Program for the Street Goals and Policies portion of the Transportation/Circulation Element.

TABLE A-13

TRANSPORTATION/CIRCULATION ELEMENT IMPLEMENTATION PROGRAM (Streets)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
<p>Include a chapter in the Transportation/Circulation Master Plan in conformance with Goal 4 and Goal 6 of the Transportation/Circulation Element that:</p> <ul style="list-style-type: none"> (1) Identifies road conditions; (2) Proposes specific standards for major roads and local streets compatible with County standards; (3) Identifies funding sources for road improvements and road upgrades needed within planning and growth areas; and (4) Proposes a schedule for improvements 	<p>Community Development Department/ Public Works/ In Partnership with County, SEAGO and ADOT</p> <p>Note: Explore partnership with the State Prison for the establishment of an in-kind labor program for road improvements.</p>	Short-term	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ Matching funds US Core of Engineers ▪ ADOT ▪ USGS GIS mapping for Colonias ▪ ADOC ▪ SEAGO ▪ Cochise County
<p>Maintain alleys to address drainage and visibility problems by regularly cleaning debris from alleys.</p>	<p>Public Works (Street Division)</p> <p>Note: Explore partnership with the State Prison for the establishment of an in-kind labor program for road improvements.</p>	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues

Implementation Program

Table A-14 provides the Implementation Program for the Circulation Goals and Policies portion of the Transportation/Circulation Element.

TABLE A-14

TRANSPORTATION/CIRCULATION ELEMENT IMPLEMENTATION PROGRAM (Circulation)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
As part of the City of Bisbee Transportation/Circulation Master Plan planning process identify specific standards and funding sources for the provision of improvements such as landscape medians, alternate modes of transportation, street lights, and appropriate signage to connect Old Bisbee, Historic Warren and San Jose in a symbolic way in accordance with Goal 7 of the Transportation/Circulation Element.	Community Development Department/ Public Works	Short-term	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ Matching funds US Core of Engineers ▪ Colonias ▪ ADOT ▪ ADOC ▪ SEAGO
As part of the City of Bisbee Transportation/Circulation Master Plan planning process, identify specific standards and funding for alternate modes of transportation to improve traffic flow of all modes throughout the City in conformance with Goal 8 of the Transportation/Circulation Element.	Community Development Department/ Public Works/ Joint planning effort with County, ADOT and SEAGO.	Short-term	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ ADOT ▪ SEAGO (Regional Transportation Improvements Program)
Work with ADOT and the Department of Commerce to identify funding for traffic flow improvements and circulation safety for all modes of transportation around the post office, bank and coffee shop in Old Bisbee planning area.	Community Development Department/ Public Works/ Joint planning effort with ADOT	Short-term	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ ADOT ▪ SEAGO (Regional Transportation Improvements Program) ▪ ADOC grants

Implementation Program

Table A-15 provides the Implementation Program for the Multimodal Transportation Goals and Policies portion of the Transportation/Circulation Element.

TABLE A-15

TRANSPORTATION/CIRCULATION ELEMENT
IMPLEMENTATION PROGRAM
(Multimodal Transportation)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Improve circulation throughout the City by providing a balance of transportation facilities by mode in conformance with Goal 9 of the Transportation/Circulation Element.	Community Development Department/ Public Works/ Transit Committee	Ongoing	<ul style="list-style-type: none">▪ General Fund Revenues▪ ADOT grants▪ ADOC grants▪ SEAGO

Implementation Program

Table A-16 provides the Implementation Program for the Circulation Safety Goals and Policies portion of the Transportation/Circulation Element.

TABLE A-16

TRANSPORTATION/CIRCULATION ELEMENT
IMPLEMENTATION PROGRAM
(Circulation Safety)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Promote circulation safety throughout the City of Bisbee in conformance with Goal 10, Transportation/Circulation Element, and its respective objective and policies.	Community Development Department/ Public Works/ Transit Committee	Ongoing	<ul style="list-style-type: none">▪ General Fund Revenues▪ ADOT grants▪ ADOC grants▪ SEAGO

Implementation Program

Table A-17 provides the Implementation Program for the Bicycle and Pedestrian Facilities Goals and Policies portion of the Transportation/Circulation Element.

TABLE A-17

TRANSPORTATION/CIRCULATION ELEMENT IMPLEMENTATION PROGRAM (Bicycle and Pedestrian Facilities)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Provide a continuous, connective, safe and accessible bicycle and pedestrian transportation system throughout the City to eliminate the sense of isolation between the different planning and growth areas in conformance with Goal 11 of the Transportation/Circulation Element.	Community Development Department/ Public Works/	Long-range	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ Colonias ▪ ADOC ▪ SEAGO (Regional Transportation Improvements Program)
Adopt standards for bicycle facilities and require new development to provide connectivity to bicycle routes.	Community Development Department/ Public Works/	Short-term	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ ADOT ▪ SEAGO (Regional Transportation Improvements Program)
Promote bicycle education programs as provided in Policy 11-1d.	Community Development Department/ Public Works/	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ ADOT ▪ SEAGO (Regional Transportation Improvements Program)

Implementation Program

TABLE A-17 (Continued)

TRANSPORTATION/CIRCULATION ELEMENT
IMPLEMENTATION PROGRAM
(Bicycle and Pedestrian Facilities)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Plan and encourage the use of pedestrian facilities to meet the transportation and recreation needs of the community in conformance with Goal 11 of the Transportation/Circulation Element.	Community Development Department/ Public Works/	Ongoing	<ul style="list-style-type: none">▪ General Fund Revenues▪ ADOT▪ ADOC▪ SEAGO

Implementation Program

Table A-18 provides the Implementation Program for the Public Transit Goals and Policies portion of the Transportation/Circulation Element.

TABLE A-18

TRANSPORTATION/CIRCULATION ELEMENT
IMPLEMENTATION PROGRAM
(Public Transit)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Continue to support public transit improvements and update the Three Year Transit Plan as needed as provided in Goal 12 of the Transportation/Circulation Element.	Community Development Department/ Public Works/ Transportation Commission	Ongoing	<ul style="list-style-type: none">General Fund RevenuesSEAGO
Consider expanding Trolley (private) and bus system to Naco.	Community Development Department/ Public Works/ Transportation Commission	Long-range	<ul style="list-style-type: none">General Fund RevenuesSEAGO
Conduct a feasibility study with ADOT and apply for funding on the following year to expand local City transit (Bisbee Bus) to Naco.	Community Development Department/ Public Works/ Transportation Commission	Short-term	<ul style="list-style-type: none">General Fund RevenuesADOT
Continue to pursue the purchase of buses utilizing ADOT grant funds as the need for additional buses arises.	Community Development Department/ Public Works/ Transportation Commission	Ongoing	<ul style="list-style-type: none">General Fund RevenuesADOT

Implementation Program

TABLE A-18 (Continued)

TRANSPORTATION/CIRCULATION ELEMENT
IMPLEMENTATION PROGRAM
(Public Transit)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Explore the use of parking areas designated for public transit pick up.	Community Development Department/ Public Works/ Transportation Commission	Short-term	<ul style="list-style-type: none">General Fund RevenuesADOT
Continue to apply for ADOT grants to provide City transit.	Community Development Department/ Public Works/ Transportation Commission	Ongoing	<ul style="list-style-type: none">General Fund RevenuesADOT
Currently, the City contracts to a non-profit organization (Catholic Community Services) for the operation of the City transit system. Consider moving this function to the City.	Community Development Department/ Public Works/ Transportation Commission	Long-term	<ul style="list-style-type: none">General Fund RevenuesADOT

Implementation Program

Table A-19 provides the Implementation Program for the Parking Goals and Policies portion of the Transportation/Circulation Element.

TABLE A-19

TRANSPORTATION/CIRCULATION ELEMENT IMPLEMENTATION PROGRAM (Parking)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
<p>In conformance with Goal 13 of the Transportation/Circulation Element, investigate fund availability to conduct a parking study to identify:</p> <ul style="list-style-type: none">(1) Existing parking shortage,(2) Present and future parking needs for community and visitors;(3) Schedule of improvements for the provision of additional parking and the upgrade and maintenance of existing ones; and(4) Lands available for parking lot building through purchase or exchange.	Community Development Department/ Public Works/	Short-term	<ul style="list-style-type: none">▪ General Fund Revenues▪ CDBG grants▪ ADOC grants
Develop and adopt parking standards for new development and for changes to non-conforming uses to adequately address parking shortage.	Community Development Department/	Short-term	<ul style="list-style-type: none">▪ General Fund Revenues▪ CDBG grants▪ ADOC grants

Implementation Program

Table A-20 provides the Implementation Program for the Airport Goals and Policies portion of the Transportation/Circulation Element.

TABLE A-20

TRANSPORTATION/CIRCULATION ELEMENT IMPLEMENTATION PROGRAM (Airport)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Continue to support airport improvements as funds become available in accordance to the Airport Master Plan and Goal 14 of the Transportation/Circulation Element and Goal 9 of the Land Use Element.	Community Development Department/ Public Works/ Airport Commission	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ CDBG grants ▪ ADOC grants ▪ FAA funds
Encourage the development of a bus/airport terminal. Prior to this development, the existing bus system can be scheduled to be on an on-call basis for pick up at the airport.	Community Development Department/ Public Works/ Airport Commission	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ ADOT grants ▪ FAA funds
Work with the County to upgrade either Bisbee Junction or Purdy Lane roads, whichever feasible, to serve the Airport growth area.	Community Development Department/ Public Works/ Airport Commission in Joint partnership with the County	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ ADOT grants ▪ County transportation improvements funds

Implementation Program

TABLE A-20 (Continued)

TRANSPORTATION/CIRCULATION ELEMENT
IMPLEMENTATION PROGRAM
(Airport)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Provide a 200 foot Corridor east of Airport Road Right-of-Way as shown in the Proposed Transportation/Circulation Plan map provided in the Appendix section.	Community Development Department/ Public Works/ Airport Commission in Joint partnership with the County	Ongoing	<ul style="list-style-type: none">General Fund RevenuesADOT grants

Implementation Program

Table A-21 provides the Implementation Program for the Rail Goals and Policies portion of the Transportation/Circulation Element.

TABLE A-21

TRANSPORTATION/CIRCULATION ELEMENT
IMPLEMENTATION PROGRAM
(Rail)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
<p>Identify funds to inventory railroad facilities in the area and determine feasible options for the City, which may include:</p> <ol style="list-style-type: none">(1) Purchasing railroad right-of-ways portions that are not feasible for future railroad operations;(2) Creating linear parks along those purchased abandoned railroad right-of-ways (rails-to-trails)(3) Attracting industry that would utilize remaining operable rail (portions of the rail that remain operable);(4) Encouraging the development of a railhead at Bisbee Junction and at Naco for tourist attraction.(5) Establishing partnerships with Phelps Dodge on their involvement with the railroad.	Community Development Department/ Public Works/	Long-range	<ul style="list-style-type: none">▪ General Fund Revenues▪ Rails-to-trails▪ ADOT▪ SEAGO

Implementation Program

Table A-22 provides the Implementation Program for the Stair System Goals and Policies portion of the Transportation/Circulation Element.

TABLE A-22

TRANSPORTATION/CIRCULATION ELEMENT IMPLEMENTATION PROGRAM (Stair System)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Clarify ownership and asses the conditions of all stair systems as provided in Goal 16 of the Transportation/ Circulation Element	Community Development Department/ Public Works	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ CDBG grants ▪ ADOC grants
Require a building permit for all new stair systems.	Community Development Department/ Public Works	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues
Continue to make the effort to bring all public stairs up to acceptable safety standards.	Community Development Department/ Public Works	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ CDBG grants ▪ ADOC grants
Encourage privately owned stair systems to be improved by owners.	Community Development Department/ Public Works	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ CDBG grants ▪ ADOC grants
Provide signage for publicly owned stairs.	Community Development Department/ Public Works	Ongoing	<ul style="list-style-type: none"> ▪ General Fund Revenues ▪ CDBG grants ▪ ADOC grants

Implementation Program

Table A-23 provides the Implementation Program for the Stair System Goals and Policies portion of the Transportation/Circulation Element.

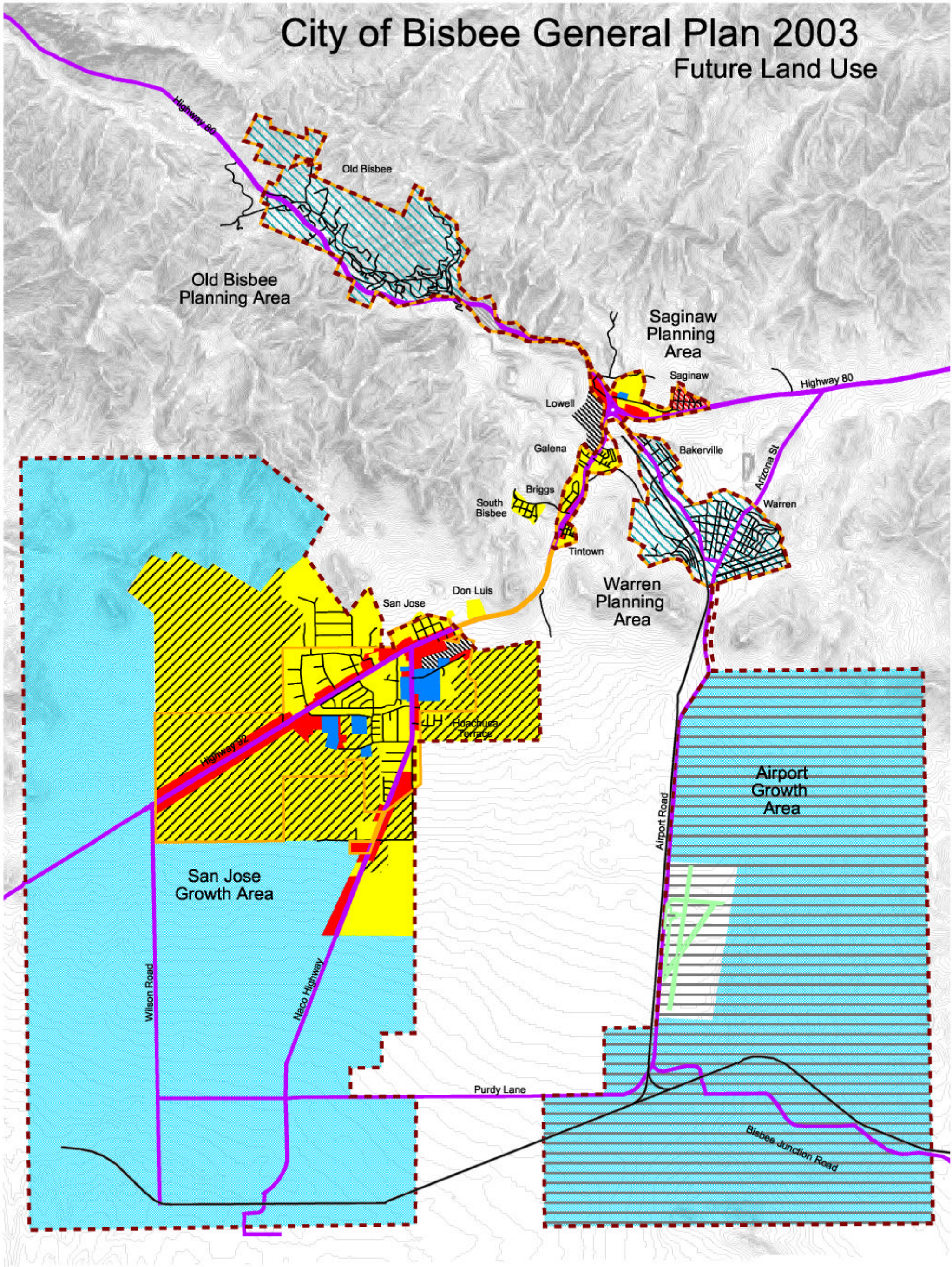
TABLE A-23

TRANSPORTATION/CIRCULATION ELEMENT
IMPLEMENTATION PROGRAM
(Retaining Walls System)

Implementation Measure	Lead Department/Agency	Projected Timeframe (years)	Potential Funding Sources
Clarify ownership and assess the conditions of all existing retaining walls systems as provided in Goal 17 of the Transportation/Circulation Element	Community Development Department/ Public Works	Ongoing	<ul style="list-style-type: none">▪ General Fund Revenues▪ CDBG grants▪ ADOC grants
Revise the City Code to include retaining walls as a part of the <i>Uniform Code for the Abatement of Dangerous Buildings</i> .	Community Development Department/ Public Works/ City Attorney	Short-term	<ul style="list-style-type: none">▪ General Fund Revenues
Consider all retaining walls holding up a house or a lot private responsibility subject to legal review.	Community Development Department/ Public Works/ City Attorney.	Ongoing	<ul style="list-style-type: none">▪ General Fund Revenues▪ CDBG grants▪ ADOC grants

City of Bisbee General Plan 2003

Future Land Use



Legend

- Proposed Growth Boundary for Bisbee
- Bisbee City Limits
- Highways/Major Roads
- Railroad
- Topography (10 foot Contours)

Future Land Uses:

- Industrial
- Commercial
- Residential
- Mixed Use / Specific Plan
- Public/Quasi Public
- Saginaw Area Plan
- Undetermined

- Development Reserve Area
- Airport Area Plan *
- Redevelopment / Revitalization / Historic Preservation / Mixed Use / Infill

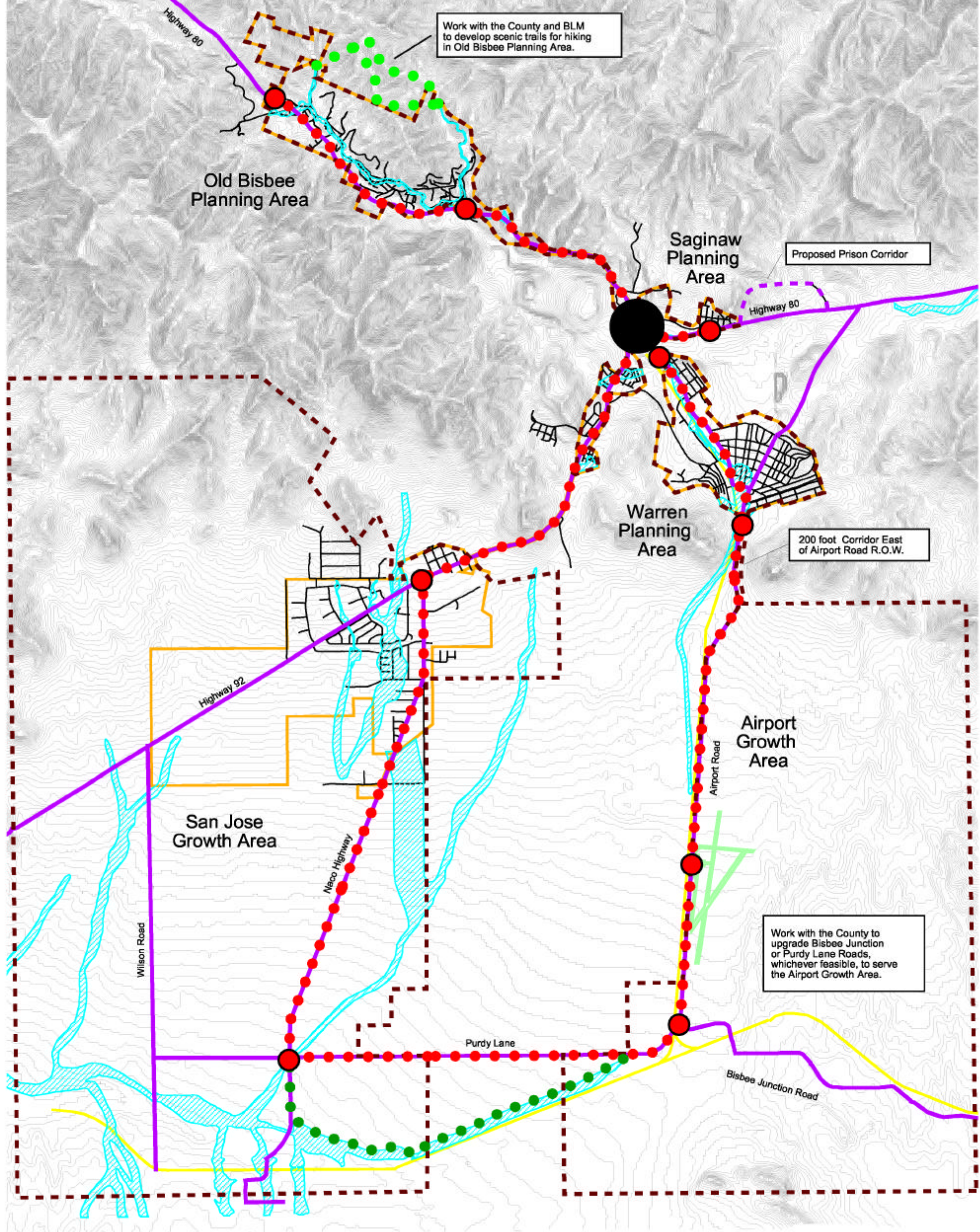
* Airport compatible commercial/ industrial development within the Airport Growth Area requires a rezoning process from Cochise County until the Airport Area Plan is completed.



0 3700 Feet

City of Bisbee General Plan 2003

Future Transportation / Circulation



Legend

- Proposed Growth Boundary for Bisbee
- Bisbee City Limits
- Highways/Major Roads
- Topo (10 Foot Contour Interval)
- Railroad / Primary Trail System*
- FEMA 100-Year Flood Plain
- * In the event that active Railroad is abandoned.
- Gateway
 - Bisbee Traffic Circle
 - Primary Gateways
- Circulation
 - Primary Multimodal Corridor
 - Proposed Hiking Trail
 - Alternative Hiking/Nature Trail System



Appendix B:

City of Bisbee/Cochise County Zoning Equivalences

Tables within this Appendix include equivalent zoning districts between Cochise County and the City of Bisbee. These tables must be consulted when annexing land to the City. They may also help as a guiding tool when preparing specific, master or area plans. The purpose of these tables is to provide equivalent zoning districts to those zoning districts currently designated in the County. Tables provided in this Appendix support the joint planning efforts between the City of Bisbee and Cochise County, making it easier to designate zoning districts at the time of annexation.

Table B-1 provides Cochise County Non-Rural Zoning Districts and identifies closest equivalent zoning district designation from the City of Bisbee Zoning Ordinance. This Table should facilitate long-range planning as it identifies those areas where the City of Bisbee does not have an equivalent zoning district matching the County one. It is anticipated that this will help the joined planning efforts of the City and the County by avoiding future County zoning district designations within the City of Bisbee ultimate boundary that may be not conducive for more urbanized areas and by providing a mechanism to preserve rural areas adjacent to the City.

Table B-2 provides Cochise County Rural Zoning Districts and identifies closest equivalent zoning district designation from the City of Bisbee Zoning Ordinance.

Table B-3 lists Cochise County Zoning Districts within the San Jose Growth area and identifies closest equivalent zoning district designation from the City of Bisbee Zoning Ordinance.

Table B-4 lists Cochise County Zoning Districts within the Bisbee Municipal Airport Growth area and identifies closest equivalent zoning district designation from the City of Bisbee Zoning Ordinance.

Table B-5 lists Cochise County Zoning Districts within the Old Bisbee Planning area and identifies closest equivalent zoning district designation from the City of Bisbee Zoning Ordinance.

Table B-6 lists Cochise County Zoning Districts within the Warren Planning area and identifies closest equivalent zoning district designation from the City of Bisbee Zoning Ordinance.

Appendix B: City of Bisbee/Cochise County Zoning Equivalences

Table B-1
City of Bisbee/Cochise County Zoning Equivalences
Cochise County Non-Rural Zoning Districts

County Zoning District	Closest Equivalent City of Bisbee Zoning District (Zoning 1998)	Minimum Lot Size (Sq Ft)	Minimum Lot Width (Feet)	Minimum Lot Depth (Feet)	Maximum Height (Feet)	Minimum Front Setback (Feet)	Minimum Side Setback on Each Side (Feet)	Minimum Rear Setback (Feet)
SR-36 Single-Household Residential (36 acres minimum lot size)	No equivalent City Zone	NA	NA	NA	NA	NA	NA	NA
SR-18 Single-Household Residential (18 acres minimum lot size)	No equivalent City Zone	NA	NA	NA	NA	NA	NA	NA
SR-10 Single-Household Residential (10 acres minimum lot size)	No equivalent City Zone	NA	NA	NA	NA	NA	NA	NA
SR-174 Single-Household Residential (4 acres minimum lot size)	No equivalent City Zone	NA	NA	NA	NA	NA	NA	NA
SR-87 Single-Household Residential (2 acres minimum lot size)	No equivalent City Zone	NA	NA	NA	NA	NA	NA	NA
SR-43 Single-Household Residential (1 acre minimum lot size)	R-1 Single Family Residential	35,000	125	150	35	25	10	30
SR-22 Single-Household Residential (22,000 sq ft minimum lot size)	R-1 Single Family Residential	20,000	100	125	35	20	5	20
	R-1 Single Family Residential	20,000	100	125	35	20	5	20
SR-12 Single-Household Residential (12,000 sq ft minimum lot size)	R-1 Single Family Residential	10,000	75	100	30	20	5	25

Sources: Cochise County Zoning Regulations and City of Bisbee Zoning Ordinance.

Appendix B: City of Bisbee/Cochise County Zoning Equivalences

Table B-1 (Continued)

City of Bisbee/Cochise County Zoning Equivalences Cochise County Non-Rural Zoning Districts

County Zoning District	Closest Equivalent City of Bisbee Zoning District (Zoning 1998)	Minimum Lot Size (Sq Ft)	Minimum Lot Width (Feet)	Minimum Lot Depth (Feet)	Maximum Height (Feet)	Minimum Front Setback (Feet)	Minimum Side Setback on Each Side (Feet)	Minimum Rear Setback (Feet)
SR-8 Single-Household Residential (8,000 sq ft minimum lot size)	R-1 Single Family Residential	6,000	60	90	30	15	5	20
SM-36 Single-Household Manufactured Home (36 acres minimum lot size)	No equivalent City Zone	NA	NA	NA	NA	NA	NA	NA
SM-18 Single-Household Manufactured Home (18 acres minimum lot size)	No equivalent City Zone	NA	NA	NA	NA	NA	NA	NA
SM-10 Single-Household Manufactured Home (10 acres minimum lot size)	No equivalent City Zone	NA	NA	NA	NA	NA	NA	NA
SM-174 Single-Household Manufactured Home (4 acres minimum lot size)	No equivalent City Zone	NA	NA	NA	NA	NA	NA	NA
SM-87 Single-Household Manufactured Home (2 acres minimum lot size)	No equivalent City Zone	NA	NA	NA	NA	NA	NA	NA
SM-36 Single-Household Manufactured Home (36,000 sq ft minimum lot size)	RM – Manufactured/Mobile Home Residential	35,000	125	150	35	25	10	30

Sources: Cochise County Zoning Regulations and City of Bisbee Zoning Ordinance.

Appendix B: City of Bisbee/Cochise County Zoning Equivalences

Table B-1 (Continued)

City of Bisbee/Cochise County Zoning Equivalences Cochise County Non-Rural Zoning Districts

County Zoning District	Closest Equivalent City of Bisbee Zoning District (Zoning 1998)	Minimum Lot Size (Sq Ft)	Minimum Lot Width (Feet)	Minimum Lot Depth (Feet)	Maximum Height (Feet)	Minimum Front Setback (Feet)	Minimum Side Setback on Each Side (Feet)	Minimum Rear Setback (Feet)
SM-18 Single-Household Manufactured Home (18,000 sq ft minimum lot size)	RM – Manufactured/Mobile Home Residential	20,000	100	125	35	20	5	20
SM-9 Single-Household Manufactured Home (9,000 sq ft minimum lot size)	RM – Manufactured/Mobile Home Residential	6,000	60	90	30	15	5	20
MR-1 Single- and Multiple-Household Residential (excluding mobile and manufactured homes and recreational vehicles) (3,600 sq ft minimum lot size)	R3- Multi-Family Residential	6,000	60	70	30	15	5	20
MR-2 Single- and Multiple-Household Residential (including mobile and manufactured homes and recreational vehicles) (3,600 sq ft minimum lot size)	R3- Multi-Family Residential	6,000	60	70	30	15	5	20
TR-36 Transitional Residential All Single-Household and Multiple-Household Residential (36,000 sq ft minimum lot size)	R-1 Single Family Residential	35,000	125	150	35	25	10	30
TR-18 Transitional Residential All Single-Household and Multiple-Household Residential (18,000 sq ft minimum lot size)	R-1 Single Family Residential	20,000	100	125	35	20	5	20

Sources: Cochise County Zoning Regulations and City of Bisbee Zoning Ordinance.

Appendix B: City of Bisbee/Cochise County Zoning Equivalences

Table B-1 (Continued)

City of Bisbee/Cochise County Zoning Equivalences Cochise County Non-Rural Zoning Districts

County Zoning District	Closest Equivalent City of Bisbee Zoning District (Zoning 1998)	Minimum Lot Size (Sq Ft)	Minimum Lot Width (Feet)	Minimum Lot Depth (Feet)	Maximum Height (Feet)	Minimum Front Setback (Feet)	Minimum Side Setback on Each Side (Feet)	Minimum Rear Setback (Feet)
TR-9 Transitional Residential All Single-Household and Multiple-Household Residential (9,000 sq ft minimum lot size)	R-1 Single Family Residential	10,000	75	100	30	20	5	25
NB Neighborhood Business (3,600 sq ft minimum lot size)	C-1 Commercial	6,000	30	70	30	0	0	0
GB General Business	C-2 Commercial	N/A	30	70	40	0	0	0
	C-3 Commercial	N/A	75	100	50	0	0	0
LI Light Industry	C-4 Commercial	N/A	75	100	50	0	0	0
	M-1 Light Industrial	N/A	50	75	60	0	0	0
HI Heavy Industry	M-2 Heavy Industrial	N/A	75	100	80	0	0	0
	M-3 Heavy Industrial	N/A	100	150	80	0	0	0

Sources: Cochise County Zoning Regulations and City of Bisbee Zoning Ordinance.

Appendix B: City of Bisbee/Cochise County Zoning Equivalences

Table B-2
City of Bisbee/Cochise County Zoning Equivalences
Cochise County Rural Zoning Districts

County Zoning District	Closest Equivalent City of Bisbee Zoning District (Zoning 1998)	Minimum Lot Size (Sq Ft)	Minimum Lot Width (Feet)	Minimum Lot Depth (Feet)	Maximum Height (Feet)	Minimum Front Setback (Feet)	Minimum Side Setback on Each Side (Feet)	Minimum Rear Setback (Feet)
RU-36 Rural All single- and multiple-household dwellings (36 acres minimum lot size)	No equivalent City Zone	NA	NA	NA	NA	NA	NA	NA
RU-18 Rural All single- and multiple-household dwellings (18 acres minimum lot size)	No equivalent City Zone	NA	NA	NA	NA	NA	NA	NA
RU-10 Rural All single- and multiple-household dwellings (10 acres minimum lot size)	No equivalent City Zone	NA	NA	NA	NA	NA	NA	NA
RU-4 Rural All single- and multiple-household dwellings (4 acres minimum lot size)	No equivalent City Zone	NA	NA	NA	NA	NA	NA	NA
RU-2 Rural All single- and multiple-household dwellings (2 acres minimum lot size)	No equivalent City Zone	NA	NA	NA	NA	NA	NA	NA

Sources: Cochise County Zoning Regulations and City of Bisbee Zoning Ordinance.

Appendix B: City of Bisbee/Cochise County Zoning Equivalences

Table B-3
City of Bisbee/Cochise County Zoning Equivalences
Cochise County Existing Zoning Districts within San Jose Growth Area

County Zoning District	Closest Equivalent City of Bisbee Zoning District (Zoning 1998)	Minimum Lot Size (Sq Ft)	Minimum Lot Width (Feet)	Minimum Lot Depth (Feet)	Maximum Height (Feet)	Minimum Front Setback (Feet)	Minimum Side Setback on Each Side (Feet)	Minimum Rear Setback (Feet)
Rural Zoning Districts								
RU-36 Rural All single- and multiple-household dwellings (36 acres minimum lot size)	No equivalent City Zone	NA	NA	NA	NA	NA	NA	NA
RU-4 Rural All single- and multiple-household dwellings (4 acres minimum lot size)	No equivalent City Zone	NA	NA	NA	NA	NA	NA	NA
Residential Zoning Districts								
SR-22 Single-Household Residential (22,000 sq ft minimum lot size)	R-1 Single Family Residential	20,000	100	125	35	20	5	20
TR-18 Transitional Residential All Single-Household and Multiple-Household Residential (18,000 sq ft minimum lot size)	R-1 Single Family Residential	20,000	100	125	35	20	5	20
SR-8 Single-Household Residential (8,000 sq ft minimum lot size)	R-1 Single Family Residential	6,000	60	90	30	15	5	20
Non-Residential Zoning Districts								
GB General Business	C-2 Commercial	N/A	30	70	40	0	0	0
	C-3 Commercial	N/A	75	100	50	0	0	0
LI Light Industry	C-4 Commercial	N/A	75	100	50	0	0	0
	M-1 Light Industrial	N/A	50	75	60	0	0	0
HI Heavy Industry	M-2 Heavy Industrial	N/A	75	100	80	0	0	0
	M-3 Heavy Industrial	N/A	100	150	80	0	0	0

Sources: Cochise County Zoning Regulations and City of Bisbee Zoning Ordinance.

Appendix B: City of Bisbee/Cochise County Zoning Equivalences

Table B-4

City of Bisbee/Cochise County Zoning Equivalences Cochise County Existing Zoning Districts within Airport Growth Area

County Zoning District	Closest Equivalent City of Bisbee Zoning District (Zoning 1998)	Minimum Lot Size (Sq Ft)	Minimum Lot Width (Feet)	Minimum Lot Depth (Feet)	Maximum Height (Feet)	Minimum Front Setback (Feet)	Minimum Side Setback on Each Side (Feet)	Minimum Rear Setback (Feet)
Rural Zoning Districts								
RU-36 Rural All single- and multiple-household dwellings (36 acres minimum lot size)	No equivalent City Zone	NA	NA	NA	NA	NA	NA	NA
RU-4 Rural All single- and multiple-household dwellings (4 acres minimum lot size)	No equivalent City Zone	NA	NA	NA	NA	NA	NA	NA
Residential Zoning Districts								
TR-36 Transitional Residential All Single-Household and Multiple-Household Residential (36,000 sq ft minimum lot size)	R-1 Single Family Residential	35,000	125	150	35	25	10	30
TR-18 Transitional Residential All Single-Household and Multiple-Household Residential (18,000 sq ft minimum lot size)	R-1 Single Family Residential	20,000	100	125	35	20	5	20
Non-Residential Zoning Districts								
GB General Business	C-2 Commercial	N/A	30	70	40	0	0	0
	C-3 Commercial	N/A	75	100	50	0	0	0
HI Heavy Industry	M-2 Heavy Industrial	N/A	75	100	80	0	0	0
	M-3 Heavy Industrial	N/A	100	150	80	0	0	0

Sources: Cochise County Zoning Regulations and City of Bisbee Zoning Ordinance.

Appendix B: City of Bisbee/Cochise County Zoning Equivalences

Table B-5

City of Bisbee/Cochise County Zoning Equivalences
Cochise County Existing Zoning Districts Adjacent to Old Bisbee Planning Area

County Zoning District	Closest Equivalent City of Bisbee Zoning District (Zoning 1998)	Minimum Lot Size (Sq Ft)	Minimum Lot Width (Feet)	Minimum Lot Depth (Feet)	Maximum Height (Feet)	Minimum Front Setback (Feet)	Minimum Side Setback on Each Side (Feet)
Rural Zoning Districts							
RU-36 Rural All single- and multiple-household dwellings (36 acres minimum lot size)	No equivalent City Zone	NA	NA	NA	NA	NA	NA
RU-4 Rural All single- and multiple-household dwellings (4 acres minimum lot size)	No equivalent City Zone	NA	NA	NA	NA	NA	NA

Sources: Cochise County Zoning Regulations and City of Bisbee Zoning Ordinance.

Appendix B: City of Bisbee/Cochise County Zoning Equivalences

Table B-6

City of Bisbee/Cochise County Zoning Equivalences
Cochise County Existing Zoning Districts Adjacent to Warren Planning Area

County Zoning District	Closest Equivalent City of Bisbee Zoning District (Zoning 1998)	Minimum Lot Size (Sq Ft)	Minimum Lot Width (Feet)	Minimum Lot Depth (Feet)	Maximum Height (Feet)	Minimum Front Setback (Feet)	Minimum Side Setback on Each Side (Feet)
Rural Zoning Districts							
RU-4 Rural All single- and multiple-household dwellings (4 acres minimum lot size)	No equivalent City Zone	NA	NA	NA	NA	NA	NA

Sources: Cochise County Zoning Regulations and City of Bisbee Zoning Ordinance.

City of Bisbee General Plan Update

Public Participation Plan



Prepared for:

The City of Bisbee



Prepared by:

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Adopted October 21, 2003

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City of Bisbee General Plan 2003

Bisbee, Arizona

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Pursuant to Arizona Revised Statutes Section 9-461.06(B), the City of Bisbee (the “City”) must adopt written procedures to provide effective, early and continuous public participation from all geographic, ethnic, and economic areas of the municipality during the development of “general plan updates” and “major amendments” of the City’s General Plan. The procedures shall provide for:

- ❖ The broad dissemination of proposals and alternatives.
- ❖ The opportunity for written comment.
- ❖ Public hearings after effective notice.
- ❖ Open discussions, communications programs and information services.
- ❖ Consideration of the public comments.

In addition, ARS Section 9-461.06(B).(2), requires the City to consult with and provide opportunity for official comment by public officials and agencies, the county, school districts, associations of governments, public land management agencies, other appropriate government jurisdictions, public utility companies, civic, educational, professional and other organizations, as well as property owners and residents generally to secure maximum coordination of plans and to indicate properly located sites for all public purposes regarding the City’s General Plan.

Public participation has always been of vital importance to the City. Many different methods for public awareness and public participation are employed in the community, including those related to the Focus Future strategic planning process.

When people of all walks of life come together to discuss, debate, and listen to one another City officials gain a better understanding of where they should head and how they should get there. Collaborative planning processes that engage participants and maintain momentum can produce significant results.

Although a Public Participation Plan has been formalized in this document to include new legislative requirements for general plan amendment, some of the techniques described have been used in past planning efforts, reflecting the City’s on-going commitment to ensure that community input is used effectively in City decisions regarding its General Plan.

This Public Participation Plan covers the following type of proposed changes to the City’s General Plan:

- ❖ General Plan Updates
- ❖ Major Amendments
- ❖ Minor Amendments

Role and Purpose of the General Plan

In 1973, the Arizona Legislature passed the *Environment Management Act* which formalized planning in Arizona and required municipalities to adopt comprehensive, long-range general plans to guide the physical development of communities. In 1998, the Arizona Legislature passed the *Growing Smarter Act* and in 2000 the *Growing Smarter Plus Act*, which broadened the planning requirements for municipalities and counties.

The City developed its General Plan in the mid 1980's. An update process began in 1995, which resulted in the City's 1996-2006 General Plan Update. In order to reflect changes in the community, both physically and conceptually, it is necessary to periodically evaluate and update the City's General Plan.

The purpose of developing a plan is to focus on a comprehensive process that determines the best possible future for the community. The primary purpose of the City's General Plan is to enhance the City's character and increase its livability to ensure that future growth proceeds in a manner consistent with the vision of the community. The vision, goals, policies, implementation strategies, and map series included in the Implementation Volume of the City's General Plan are intended to provide guidance for future decisions related to land use, transportation/circulation infrastructure, and other related issues.

The City's General Plan serves as a guide for appointed and elected City officials in evaluating proposals for development, in scheduling community improvements and/or capital improvements, and in developing more specific studies. In addition, the City's General Plan provides a policy framework for the refinement of existing implementation tools and for the designation of zoning districts.

The City's General Plan is designed to be flexible and serves as the backbone for the preparation and refinement of implementation tools such as the Bisbee Zoning Ordinance, land development regulations, Historic Development Guidelines, streets and routes guidelines, development standards and design guidelines, capital improvement plans, recreation and natural resource preservation plans, transportation plans, airport plans, and flood control and stormwater management ordinances. These implementation tools should mirror the vision, goals, and policies of the City's General Plan.

Purpose of the Public Participation Plan

This Public Participation Plan serves as a guide for revising the City's General Plan. The Public Participation Plan outlines the steps the City's elected and appointed officials, staff, residents, and general plan consultant will take to maximize public involvement in the development of a general plan update. The Public Participation Plan establishes strategies that will satisfy the requirements of the Growing Smarter Act, provides additional components to address needs unique to the City, and presents a high quality program that educates and informs, as well as meets the high expectations of an exceptionally active and involved community.

The City of Bisbee General Plan Update Steering Committee (the "Steering Committee") worked with City staff and the chosen consultant in the refinement of this public participation plan. The Steering Committee reviewed the action plan for public participation and provided comments. Bisbee's Mayor and Council adopted the Public Participation Plan in conformance with ARS Section 9-461.06(B).

General Plan Update Planning Process

The interaction of factors causing the growth and development of an area requires careful planning as a prerequisite to orderly growth. The City of Bisbee General Plan 2003 planning process involves essentially six basic steps:

1. The adoption of a public participation process that outlines a fair and open process, encourages everyone to participate, addresses input of residents, encourages creative thinking about the future, facilitates community participation at all levels of the planning process, and educates the community on the nuts and bolts of the planning process.
2. The collection and analysis of pertinent data concerning the physical and socio-economic characteristics of the City, which is accomplished through the preparation of the Data and Analysis Volume of the City's General Plan. Although not a part of the City's General Plan, since it is not an adopted document with legal status, such data and analysis provides a foundation and basis for the Implementation Volume of the City's General Plan;
3. The formulation of a vision and its accompanying goals for future growth and development;
4. The articulation of measurable objectives, or desired short-term ends, that if pursued and accomplished will ultimately result in the attainment of the goal to which objectives relate;
5. The identification of policies that prescribe the course of action or the means to attain the established objectives and ultimately the established goals of the City's General Plan; and
6. The implementation of the City's General Plan is accomplished through the preparation, adoption, and enforcement of the Implementation Program contained in the Implementation Volume of the City's General Plan.

Legislative Framework

Arizona law requires that all cities prepare a general plan. State law also mandates a comprehensive review process incorporating a City's legislative body, the county planning agency, each contiguous community, the regional planning agency, the school district, the State Department of Commerce, and any individual requesting a written request.

In addition, the Arizona law now requires land use decisions to conform to a general plan. This requirement places a greater standard and linkage with a general plan than former 'consistency' guidelines.

All proposed 'major amendments' to a general plan must be considered at a single public hearing (during the calendar year) and must receive a 2/3 affirmative vote by the city's legislative body. If Bisbee's population increases during the next decennial census, major amendments to the City's General Plan will require public ratification of the amendments approved by the City's Council. At present, the City is not required to satisfy the public ratification requirement due to the size of its population.

Major Focus of the General Plan Update Process

The general plan update is the product of a nine to twelve month process, including extensive community involvement, the engagement of all levels of government, the coordinated efforts of various city departments, and the review and support of adjacent communities, the State Department of Commerce, and the local business community.

To obtain the most from a general plan update process, a major focus needs to be placed on plan administration. This Plan Administration section is organized in the following manner:

- ❖ General Plan Implementation,
- ❖ General Plan Updates, and
- ❖ General Plan Amendments.

The purpose of this section is to define each of these components and to provide guidelines for ensuring that the City's General Plan is implemented, regularly updated and amended when necessary.

General Plan Implementation

A general plan implementation program is based upon specific community goals, objectives and resources. State legislation provides a common starting point for plan implementation. The Arizona Legislature mandates municipal planning agencies to undertake the following actions to implement a general plan:

- ❖ Adopt and implement a general plan so that it serves as a guide for orderly growth and development and as a basis for the efficient expenditure of its funds relating to the subjects of a general plan.
- ❖ Render an annual report to a city's mayor and council on the status of the plan and progress of its application.
- ❖ Promote public interest in an understanding of the general plan and the regulations relating to it.
- ❖ Consult and advise with public officials and agencies, public utility companies, residents, educational, professional, and other organizations and provide opportunities for written comment throughout the general plan planning process.
- ❖ Upon adoption of the general plan, every governmental, judicial and quasi-judicial agency or commission should provide a list of proposed plans for capital improvements or construction within or partially within the City. The agency shall list and classify all such recommendations and shall prepare a coordinated program of proposed public work for the ensuing fiscal year. Such coordinated program shall be submitted to the municipal planning agency for review and report to such agency for conformity with the adopted general plan.
- ❖ All acquisitions and dispositions of real property shall be reported to a city's planning agency to ensure conformity with the general plan and supporting plans. The planning agency shall render its report as to conformity with an adopted general plan within forty (40) days after submittal.

General Plan Implementation Program

The General Plan Implementation Program is the foundation of the City's General Plan and acknowledges state mandates. Each element of the City's General Plan update includes:

Implementation Measure	Lists the actions necessary to carry out each element of the General Plan.
Lead Department/Agency	Identifies the responsible City department for accomplishing that particular measure.
Projected Timeframe	Identifies and prioritizes the timeframe for the measure to be initiated.
Potential Funding Sources	Lists the potential funding source necessary to implement the plan (City staff, volunteer, or other community resources).

Roles and Responsibilities

Bisbee's City Manager appoints staff persons responsible for the City's General Plan implementation. Appointed staff should monitor the status of each implementation action throughout the year and provide a general recommended framework to the City's Planning and Zoning Commission for annually updating the General Plan Implementation Program. The City's Planning and Zoning Commission reviews staff report and provides recommendations to the Bisbee's Mayor and Council for revisions to the General Plan Implementation Program on an annual basis.

General Plan Amendments

General Plan Update

A general plan update is initiated by a city's mayor and council and includes the adoption of a new general plan or re-adoption of the city's general plan pursuant to ARS Section 9-461.06(L).

The adoption of a new general plan or re-adoption of a city's general plan shall be approved by an affirmative vote of at least two thirds of the members of the city's legislative body. Although, as noted, public ratification is not required for the City's 2003 general plan update process, public ratification may be required for future General Plan updates.

All general plan updates are subject to public participation procedures contained in the City's Public Participation Plan adopted by the Bisbee Mayor and Council pursuant to ARS Section 9-461.06(J).

A comprehensive update of a general plan must be conducted at least once every ten years. Changing conditions may warrant a comprehensive update on a more frequent basis as determined by the City's Mayor and Council.

Major Amendments

Pursuant to ARS Section 9-461.06(G), a major amendment is defined as a "substantial alteration of the municipality's land use mixture or balance as established in the municipality's existing general plan land use element." It is up to the municipality to develop criteria that meets this definition.

Major amendments to the City's General Plan may be initiated by Bisbee's Mayor and Council, or requested by the private sector, and will be considered once each year pursuant to ARS Section 9-461.06(G). Major amendment applications must be submitted within the same calendar year they are being considered and must be considered at a single public hearing. A minimum of two (2) public hearings will be scheduled before the adoption of any "general plan update" and/or "major amendment." Of these two public hearings, one will be a City Planning and Zoning Commission public hearing for review and recommendation to Bisbee's Mayor and Council, and one will be a Mayor and Council public meeting for the adoption of the "general plan update" and/or "major amendment." A major amendment can only be approved by an affirmative vote of at least two thirds of a city's legislative body and is subject to the public participation procedures, contained in the public participation plan, adopted by a city's legislative body pursuant to ARS Section 9-461.06.

Criteria for Determining Major Amendments

The following criteria must be used for determining whether a proposed amendment to the land use plan element of the City's General Plan substantially alters the mixture or balance of land uses. A major amendment, as specified in the City's General Plan is any proposal that meets any of the following criteria:

1. A change in residential land use designation exceeding 100 acres; or
2. A change in non-residential land use designation exceeding 100 acres; or
3. Any development proposal that, in aggregate, includes changes in land use designations exceeding 320 acres;
4. Any residential development that generates a minimum of 50% of the total enrollment of a K-8, middle school and/or high school as determined by the City of Bisbee.

Minor Amendments

All amendments to the City's General Plan that are not defined as "General Plan Updates" or "Major Amendments" are considered "Minor Amendments". Minor amendments may be considered by the City's Planning and Zoning Commission and Bisbee's Mayor and Council at any time.

Public Participation Process

Public Participation Plan

The City of Bisbee General Plan Update is the product of an extensive outreach effort that involves Bisbee residents, community leaders, major stakeholders, agency representatives, and other interested parties. Early in the process, the Bisbee Mayor and Council adopted this Public Participation Plan. This Plan is designed to maximize public participation in the process through open houses, mobile exhibits, and additional out-reach methods.

A Steering Committee was formed early in the general plan update process, which includes representatives from diverse interests within the City. This Steering Committee (or Project Action Team) consists of City staff, and representatives from the City of Bisbee Chamber of Commerce, the Bisbee Unified School District, Mayor and Council, Planning and Zoning Commission, the City's Transit Commission, the City's Airport Commission, SEAGO, Housing Authority, adjacent jurisdictions and regional and state agencies.

Community Vision

In 1999, the City prepared the Bisbee Strategic Plan for Economic Development. This strategic plan has been recently revised to reflect current needs. In order to provide continuity, yields harvested during the Strategic Plan planning process are incorporated as part of the City's General Plan update public participation planning process. Combined with General Plan update public participation efforts, this strategy is instrumental in developing a "vision" for the City that is consistent with its economic development goals. The vision is an overreaching statement that defines the desired condition or state of the City in terms that are meaningful to residents, entrepreneurs, and City officials. The vision for the City is stated below.

"Bisbee—The High Desert Gem."

The facets of this unique gem include its diverse people, historic character, arts community, natural environment, and ideal climate.

The community promotes quality business development and financial sustainability by creatively utilizing its proximity to Mexico, technology, economic partnerships, and educational institutions to achieve community prosperity.

*Bisbee Strategic Plan for Community
Economic Development, August 1999*

Steering Committee

A steering committee consisting of representatives of the community as a whole (staff, community leaders, various stakeholder groups, and the public) is formed as part of the public participation process at early stages of a “general plan update” or a “major amendment” planning process. Members of the Steering Committee are active participating members of the Project Team. The Steering Committee acts as the “sounding board” for the Project Team and provides input and feedback throughout the process. The Steering Committee includes the following members or representatives:

- ❖ Mayor and Council
- ❖ Planning and Zoning Commission
- ❖ City Manager
- ❖ City Attorney
- ❖ Chamber of Commerce
- ❖ Transit Advisory Committee
- ❖ Design Review Board
- ❖ Bisbee Unified School District
- ❖ Airport Commission
- ❖ SEAGO
- ❖ Cochise County Planning and Zoning and/or Planning Department
- ❖ City Departments Directly Involved in the Project
- ❖ Business/Resident Community (all Wards)
- ❖ Arizona Water Company
- ❖ Phelps-Dodge Corporation, Copper Queen Branch
- ❖ Developer/Realtor Community

Community-Wide Participation

Public Open House

Provides an opportunity to present information and receive public input in alternative formats in locations other than City Hall. During the Open House, community members are invited to drop in and discuss opportunities and constraints, and view plans, data, maps and other graphic displays. The Open House takes place in a facility that serves the community. The Open House is limited to three (3) hours, held at a time thought appropriate for the community, such as an evening or weekend afternoon. Refreshments and printed information should be available, as well as knowledgeable participants who can talk informally with visitors about the planning process. This type of forum offers opportunities for participants to provide input through comment boards and/or informal written surveys.

Public Participation Process

Partnering with Community Events

At any appropriate community event, a booth may be set up by City staff and/or volunteers with information about the General Plan Update planning process. Informational brochures and informal surveys may be distributed to individuals stopping at the booth.

Mobile Exhibit

Information on the process is compiled into an evolving, community plan exhibit or mobile display. The display rotates around the community and is located in high foot traffic areas. The display includes basic information, describes community issues, displays maps, and/or lists land use changes and other Plan recommendations. Boards may be changed according to the different phases of the planning process.

Locations and topics may be announced through the City's website, public notices and press releases, radio announcements and other methods deemed appropriate. Comment cards and a drop box may be provided for public input. The mobile exhibit remains a minimum of a month on each location.

Press Releases/Radio Programs

Working closely with all local and regional press (i.e. newspapers of major circulation, television, and radio) to ensure project coverage.

Community Out-Reach

Presentations to community associations (such as service organizations, the Rotary Club, etc.) may be included as part of the public participation process.

Major Landowner/Developer Forums

Owners of large tracts, such as Phelps Dodge Corporation shall be invited to attend special forums dedicated to hearing their specific concerns, or be invited as members of the Steering Committee. The Chamber of Commerce may take the leadership in this type of forum.

Public Hearings

As required by Arizona law,, public hearings are set before both the City's Planning and Zoning Commission and Bisbee's Mayor and Council. These meetings will be well publicized and open to the public.

Public Input Techniques

The following public input techniques may be utilized to enhance the public participation process under the direction of Bisbee's Mayor and Council.

Random Sample Survey

A statistically valid survey may be conducted early in the process. If the survey instrument is constructed effectively, valuable information gathered can assist in framing the issues.

Informal Surveys

At all public events a survey may be distributed to solicit focused input. The surveys provide another avenue for community members and stakeholders to express their ideas and concerns.

Project Identity

A professionally developed logo, project name, letterhead, and tag line may be developed to be used on materials associated with the planning project.

Project Web Page

Building upon the existing City web page, a section dedicated to the City's General Plan process may be developed. An interactive reply card might be included for interested parties to request additional information about the process or provide comments. The general plan process, maps, proposed policies, and any other pertinent information may be linked to the City's web page on a regular basis. A special e-mail address may be established for the project.

Project Brochure

A project brochure may be developed and distributed at key points during the process. The brochure should be informative and easy to read.

Interim Reports

Interim reports may be developed and distributed after each of the critical phases in the planning process. These interim reports serve two purposes. First, they ensure that an agreement is reached at critical points during the process and second, they document the process and the decisions being made.

Minority Outreach

Every effort will be made to involve all residents in the planning process. The City will solicit applications from residents who represent diverse interest groups to ensure that committees reflect the demographic composition of the City. If requested, bi-lingual (English/Spanish) information on the General Plan Update process will be provided and translators (English/Spanish) will be present at public hearings.

Agency Coordination

Agency coordination and communication is critical to the successful completion of a general plan update. Representatives from the different agencies and adjacent jurisdictions will be invited to serve as members of the Steering Committee.

Coordination with Other Planning Processes

The City will coordinate its general plan update process with any other local or regional planning studies.

Public Meeting Guidelines

Successful Public Meetings

A number of public events throughout the planning process may be organized as outlined previously in this Public Participation Plan.

The following guidelines will be followed in order to ensure successful public meetings.

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|-------------------------------------|---|
| <i>Meeting Sites:</i> | A 100-person capacity facility within the project area will be utilized for community-wide meetings. |
| <i>Public Advertisement:</i> | Press releases will be submitted to selected media. |
| <i>Letter of Invitation:</i> | Letters will be written and transmitted to local officials and individuals who have shown an interest or have attended previous meetings. |
| <i>Meeting Preparation:</i> | A strategy session with the Steering Committee will be held on the meeting format, agenda, exhibits, and handout materials before the public meeting. Agendas, display graphics, and/or handout materials will be prepared. |
| <i>Meeting Record:</i> | Meeting minutes will be prepared by the Consultant and mailed to all Steering Committee members. |

Public Comment Follow-Up

A comprehensive database of residents and stakeholder comments will be kept. Responses to questions and comments not addressed at public meetings will be made in writing. Public notices will be provided by mail to interested parties identifying where the draft and final general plan documents will be available for public review.

Every effort will be made to keep the public informed during and at the conclusion of the project to ensure that all interested parties are informed of the project's status.

Regular Updates or Study Sessions

Throughout the process, regular updates will be made by City staff at Planning and Zoning Commission and Mayor and Council meetings. These regular updates or study sessions will be used to report progress to both Planning and Zoning Commission and Mayor and Council members.

Public Hearings

In accordance with Arizona law, a minimum of two public hearings will be scheduled before the adoption of any “general plan update” and/or “major amendment.” Of these two required public hearings, one will be a City Planning and Zoning Commission public hearing for review and recommendation to Bisbee’s Mayor and Council, and one will be a Mayor and Council meeting for the adoption of the “general plan update” or “major amendment.” At least 60 days prior to the adoption, a review draft of the plan will be submitted to the following agencies for their review in accordance with Arizona law::

- ❖ The planning agency of the county in which the municipality is located.
- ❖ Each county or municipality which is contiguous to the corporate limits of the municipality or its area of extraterritorial jurisdiction.
- ❖ The regional planning agency within which the municipality is located.
- ❖ The Department of Commerce or any other state agency subsequently designated as the general planning agency for the state.
- ❖ Any person or entity that requests in writing to receive a review copy of the proposed General Plan Update.
- ❖ The Copper Queen Library for public availability purposes.